



NAVMC 2913

FOOD AND HOSPITALITY OPERATION MANUAL

SNACKBAR MANAGEMENT GUIDE



U.S. MARINE CORPS



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
WASHINGTON, DC 20380

NAVMC 2913
MWH
8 Dec 92

FOREWORD

1. PURPOSE

This publication, NAVMC 2913, Snackbar Management Guide provides information for food and hospitality employees on snackbar operations. This guide to snackbar management was developed to assist snackbar personnel in operating in a more profitable and businesslike manner.

2. INFORMATION

a. This Guide, informative and not directive in nature, is to be used for instructional purpose.

b. For requisitioning instructions, see the current edition of MCO P5600 .31, Marine Corps Publications and Printing Regulations.

3. CERTIFICATION

Reviewed and approved this date.

A handwritten signature in black ink, appearing to read "J. R. Joey", is written over the printed name "J. R. JOY".

J. R. JOY
Director, Morale, Welfare and
Recreation Support Activity

DISTRIBUTION: PCN 10001360300

Copy to: 8145001

INTRODUCTION

CHAPTER I OPERATIONS

SECTION 1

MENU

PAGE

Importance of Menus.....	4
Menu Development.....	4
Menu Items Based only on Developers Preference.....	5
Creativity.....	5
Matching Skill Requirements with Menu Items.....	5
Consideration For Equipment.....	5
Organization of Format.....	6
Variety of Menu Items.....	6
Snackbar Trends.....	6
Popular Items in the Snackbar Industry.....	7
Classification of Menu Groups.....	7
Classification and Type of Menu Items.....	7
Specific Food Items by Type.....	7
Menu Expansion.....	8
New Product Development.....	9
Healthy Heart Alternatives.....	9

SECTION 2

RECIPES

Standardized Recipes.....	11
Simple Ways to Modify a Recipe.....	12
Recipe Form Instructions.....	13

SECTION 3

PURCHASING

Purchasing Procedures.....	15
Effective Purchasing.....	15
Purchasing Guide.....	16

SECTION 4

SPECIFICATIONS

Specifications.....	17
Instructions for filling out Specifications For Purchasing Form.....	18
Specifications For Purchasing Form.....	19

SECTION 5

FOOD PREPARATION

Food Preparation.....	24
Microwaves.....	25
Sandwich Preparation.....	25
General Suggestions For Preparation of Sandwiches.....	25

SECTION 6

SERVICE

Importance.....	27
Standards for Service Personnel.....	27
Service Preparation.....	27
Briefing the Shift.....	27
Inspect the Shift.....	28
Importance of Organization.....	28
Welcome the Patron.....	28
Clear the Table.....	28
Point of Sale.....	29

SECTION 7

MARKETING

Marketing.....	30
Concept.....	30
Name.....	30
Design.....	30
Decor.....	30
Logo's.....	31
Packaging.....	31
Uniforms.....	32
Menu.....	32
Developing Marketing and Promotion Programs.....	32
Internal Marketing.....	33
External Marketing.....	35
Developing a Marketing Plan.....	35
Promotional Ideas.....	36
Menu Boards.....	37

CHAPTER II CONTROLS

SECTION 1

Receiving.....	39
Production Sheet.....	41
Instruction for filling out the food production sheet.....	46
Retail Accountability.....	47
Work Schedules.....	47

Guest Checks.....	48
Scatter Sheets.....	49
Inventory.....	50

SECTION 2

Standards	
Recipe Cost.....	53
Item Cost Card.....	54
Portion Control.....	54
Menu Pricing.....	55

SECTION 3

Training	
Introduction.....	57
The Four Step Approach to Training.....	57
Areas for Training.....	61
Training Resources.....	63

CHAPTER III PHYSICAL PLANT

SECTION 1

Layout and Equipment Schedule.....	65
Evaluate your Operation.....	66
Snackbar Operation Layout.....	68
Equipment Schedule.....	69

SECTION 2

General Layout and Design Principals	
Delivery and Receiving Area.....	70
Storage Areas.....	70
Preparation/Production Areas.....	72
Initiating a Kitchen Design Project.....	75
Equipment Considerations.....	76
Establishing The Need for Equipment.....	80

SECTION 3

Kitchen Safety.....	87
Building Safety Into The Kitchen.....	87
Preventing Cuts.....	88
Preventing Burns.....	88
Preventing Fires.....	89
Preventing Injuries From Machines and Equipment.....	90
Preventing Falls.....	90
Preventing Strains and Injury From Lifting.....	90

SECTION 4

Sanitation.....	91
Inspection by Supervisors.....	91
How to Develop an In-House Sanitation Program.....	92
8-Step Program.....	93
Keep it Alive.....	94

SECTION 5

Snackbar Operations Checklist.....	96
Conclusion.....	106

SNACKBAR MANAGEMENT GUIDE

INTRODUCTION

Marine Corps Food and Hospitality (F&H) operated snackbars must maximize their profit potential and customer satisfaction. Marine Corps snackbars can be more competitive in the fast food or quick service restaurant industry by adapting or complementing the successful operations and procedures of our industry competitors. The keys to these successful operations are their ever-changing and improving menu concepts, product consistency, and operational savvy. They operate with established standards and solid training programs and they conduct on-going marketing strategies and targeted promotions. They advertise and merchandise, and have advanced equipment and proven layout and design principles. Many of these operations and procedures are not consistently found in our snackbars. Though there are some successful exceptions in our system, the majority of Marine Corps snackbar operations were designed before the fast food era (pre-1970's), and have gone "untouched" or improved in order to meet increased volume and expanded menus. This refers to food outlets other than clubs, specialty houses, or restaurants.

In the past, managers responsible for the food operation "reacted" by employing many dreaded food management reactionary errors: Establishing menus which were too large, not developing operational standards, not training, and failing to reinvest profits to improve facilities and upgrade equipment.

Now is the time. The continued success and future profit potential for our snackbars can and must be achieved. Let's start by eliminating all reference to a snackbar by building number or area and give the food outlet a meaningful name. Develop trendy, "catchy", and regional or specific names and themes for these operations.

Snackbars mean different things to different people. To some, the term snackbar means a place where they buy breakfast; to others, a place to buy lunch; and still to others, a place where they can buy a drink or a snack. The dictionary defines a snackbar as, **A restaurant where light meals are sold.**

To the Marine Corps community, a snackbar is a restaurant that supports some other activity, whether it is recreational, work related, or shopping. People do not go to snackbars as destination restaurants for an evening's entertainment. The snackbars, therefore, can be grouped into three general types: Exchange mall snackbars and restaurants, industrial/residential snackbars, and recreational snackbars.

The Exchange mall snackbars and restaurants include all food activities operated at the exchanges. They cater to the shopper and visitor to the mall. Their hours are geared to the hours of the mall.

The industrial/residential snackbars include:

- Industrial/Office Snackbars
- Barracks Snackbars
- Hospital Snackbars
- Flight Terminal Snackbars

The industrial snackbars cater to a limited population that is resident to the area in which the snackbar is located.

Recreation snackbars include:

- Golf Course Snackbars
- Bowling Center Snackbars
- Beach Pool Snackbars

Recreation snackbars support and enhance the recreational activity. Most recreation snackbars serve at least beer, with some having full liquor service. The markets are different depending on the sport.

The menu and the equipment in the snackbars varies as much as the operations and the markets. Some snackbars are equipped sufficiently to be able to provide full foodservice. Others have nothing more than soup warmers. It is impossible to provide guidance for all types of equipment. Therefore, this guide is designed for the "grill" snackbar.

The grill snackbar is a snackbar that has a menu centered around grilled and fried items that are prepared to order. The grill snackbar contains an exhaust system which permits the service of full breakfasts and lunches. While some entree items might be prepared using convenience items, the grill snackbar relies on the sandwich type items for the bulk of the menu.

The grill snackbar is a simple operation. It relies on the use of many convenience items, frozen foods, and frequent deliveries.

CHARACTERISTICS

- Limited menu
- Eat in, take out, and in some cases, delivery
- Full Breakfast
- Hot and cold sandwiches
- Prepared desserts
- Soft drinks, juices, coffee, tea, and perhaps beer & wine

- Hours as appropriate for the host function

The purpose of this guide is to offer information to be used by F&H Directors, Snackbar Managers, Supervisors, and other employees to establish high quality efficiently managed operations that meet customer needs and are managed in a businesslike manner. It is intended to assist with the variety of operations in the snackbar categories.

CHAPTER I OPERATIONS

SECTION 1 MENU

Importance of Menus

A menu is much more than a listing of the various food items being offered at the snackbar. In fact, the establishment of menu items is the base point where the entire operational cycle begins. Decisions made on what types of items will appear on the menu will affect purchasing, storage, and preparation requirements. In addition, revenue, food cost, payroll cost, preparation, and scheduling will all be dependent on the type of menu items that are chosen. All in all, the menu must be considered as the focal point of the snackbar's operation and, as such, must be carefully planned and implemented.

Besides its effect on the operational cycle, the menu must be considered as the snackbar's most convenient and essential advertising and marketing tool. There are numerous considerations that must be made in producing an effective menu. The key concern is that without proper attention, the menu will be a detriment rather than an advantage to the snackbar operation.

The development of the menu involves the interaction of all areas of the snackbar. There is no one area that demands more attention than another, but the lack of attention to any one area will have an ultimate impact on the food operation. This understanding is critical.

Menu Development

The development of a menu must be both subjective and objective. This means that all menus must be a combination of both data gathered about menu ideas and preferences as well as the management's intuitive reasoning. Management must be given the flexibility to develop menus, but must also consider historical sales data, patron surveys, and other data that addresses food sales and preferences. There is much room for creativity, but in the snackbar system there must be some consideration for conservatism in menu development. Menus must allow for popular, conservative items, as well as creative or different items. These are some of the pitfalls of menu development:

1. Choosing items based only on the menu developer's preferences.
2. Lack of creativity.

3. Improper matching of skill capabilities with menu items.
4. Poor organization of meal courses-confusing menu format.
5. Lack of consideration of equipment.
6. Variety either too extensive or too limited.

Menu Items Based Only On Developer's Preferences

Menu items that appeal to the menu developer will not necessarily appeal to the snackbar patrons. Consideration for customer preferences is a must in menu development. The temptation to include only menu items that one person is familiar or comfortable with must be avoided. That occasional favorite dish, however, can be sold as a special to see what customer acceptance will be. A combination of customer preference and creativity must be sought.

Creativity

A menu that offers very common menu items defeats its own purpose as an advertising and primary sales tool. Common items should not be avoided, however, the menu forfeits several merchandising capabilities by limiting the number of creative items. Menu item flexibility can offer a better selection to the patrons of the snackbar. Although common items like a cheeseburger will draw a particular business, lack of creativity will limit the potential business that may come with more interesting menu items. The snackbar operation should not strive to minimize complaints by offering only common menu items; instead, it should strive to maximize compliments by offering creativity in menu items.

Matching Skill Requirements with Menu Items

The menu that is written without considering the skill capabilities of preparation personnel is doing the snackbar a great disservice. The menu should not be composed of foods that cannot be sufficiently and properly prepared by the staff. Certain menu items often require more skill to prepare than is realistically available in the snackbar. Consideration should be given to capabilities of food preparation personnel without the need for extensive training or experience.

Consideration for Equipment

The menu should be developed with consideration to the various pieces of equipment available in the snackbar operation. The menu should not describe items as being "charcoal broiled" unless the item is actually broiled over charcoal flames. Likewise, the

menu should not contain too many deep fried items if the operation only has one deep fat fryer.

Organization of Format

A menu should have an understandable and recognizable flow that will not confuse or frustrate the customer. The organization of menu items into groups which follow a logical sequence eliminates confusion in making menu item choices.

Variety of Menu Items

The decision as to the extent of variety offered on a menu can have a very definite effect on the food operation in two distinct ways. First of all, variety will affect customer acceptance. Too little variety may discourage while too much variety may confuse. Secondly, variety will have an impact on sales and costs. Too little variety may eventually discourage repeat business while too much variety can mean over preparation, waste, and money tied up in inventory. Variety should be used to encourage customers who do not want the same menu item every time they visit the operation.

Snackbar Trends

What the industry refers to as the "Fast Food Explosion" occurred in the late 1960's. This explosion was fueled by an increase in disposable income, a rise in meals outside the home and the under-24 year olds with major buying clout. They liked casual meals, noise, and quick service, and they had the money to eat out regularly.

By the late 1970's the same customers, a little older, are a lot more affluent. They are the "Me-Decade" adventurers who seek new experiences, including new foods, and eat out even more. They go for the exotic items, such as pitas and frajitas. In the 70's, eating out was practical, as well as pleasurable. Fast food saved valuable time and answered the cry of the two-income couple: Whose turn is it to cook tonight?

By the late 1980's, the fastest growing demographic segment was the 34 to 45 year olds. They are sophisticated and spend more money than ever before on dining away from home, but now they are not as trendy as they once were. Those with new families are looking for casual, moderately priced restaurants with booster seats and high chairs. Our aging baby boomers (that famous World War II offspring generation) feels entitled to the best in health and food.

The public has managed to convey its dining wants clearly in recent years. When people began demanding lighter, less-filling foods, such items as, salads, chicken, and fish went on the menu.

They wanted to drink less and enjoy it more, so liquor sales dried up and wine cellars grew. They asked for variety, grazing portions came along to personalize the meal. What's funny is consumer inconsistency. Health concerns created the salad bar and McDonald's Chicken Oriental salad; while many of those sweating around the jogging track were dreaming of a double dose of Chocolate-Chocolate cake.

Popular Items in the Snackbar Industry

Breakfast Sandwiches	Breakfast Tacos-Burritos
Deli Sandwiches	Pizza
No-Fat/Sugar Free Yogurt	Gourmet Cookies
Tex-Mex Foods	Frajitas
Oriental Foods	Stir Fry
Chicken Items	Fresh vegetables and Cheese
Deep Fried Finger Foods	Specialty Hot Dogs
Sausage Sandwiches	Salads
Barbecue	Soup
Philly Cheese Steak Sandwiches	Fresh Fruit

Classification and Types of Menu Items

The kinds and types of menu items planned and a complete breakdown of the menu group planned are necessary to arrive at specific food items. Decisions about classification and types of menu items have to be made. The management decision-making process must be based on market research and awareness, menu analysis, feedback and inputs from the staff and customers, other interested sources, and on the trends in the industry. The following is an example of the thought process used to develop a Snackbar menu:

1. Classifications of Menu Groups:

- Finger-foods (snack-grazing items)
- Soups
- Salads
- Sandwiches
- Entrees
- Side orders
- Snack items (add-on sale items, candy, etc.)

2. Specific food items by type:

- Finger-food items:
 - Macho Nachos
 - Potato skins with chili and cheese
 - Mini corn dogs
 - Deep Fried vegetables
 - Wings 0' Fire
 - Chicken Fingers

Soups:
Soup of the day
South of the Border Chili

Salads:
Mixed Green Salad
Chef Salad
Taco Salad
Pasta-Chicken Salad

Sandwiches:
Beef Frajitas
Specialty Beef Burgers
Club
Philly Cheese Steak
Grilled Breast of Chicken
Italian Sausage

Entrees:
Fried Chicken Plate
Shrimp Basket

Side items:
Spicy Curly Fries
Onion Ring Loaf
Potato Salad\Cole Slaw
Corn-on-the-Cob

Snack items:
Cookies
Candy bars
Mints
Candy items
Chips
Fresh fruit

Menu Expansion

The menu writer must identify every food and support item necessary to produce the menu. All foods must be identified; i.e., deep fat frying oil, breads and buns, pickles, ketchup, etc. All equipment requirements (large and small) to support the storage, preparation, and service of the menu must be listed; i.e., flat grills, deep fat fryers, sandwich preparation units, etc., and all supply item requirements; i.e., paper/plastic, cups and bowls, etc., necessary to produce and serve each menu item must be established. The following is an outline of the necessary tasks that should be accomplished in the menu development process:

1. Identify the products
2. Establish your specifications

3. Poll potential sources/suppliers
4. Test the products
5. Estimate your volume
6. Determine storage requirements
7. Establish purchasing, par stock levels, reorder, and delivery requirements
8. Develop standard operating procedures
9. Develop standard recipes
10. Cost out items
11. Determine selling price
12. Develop promotion, advertising, and merchandising plan
13. Introduce to market
14. Analyze success
15. Maintain...Modify...Improve

New Product Development

When developing new menu items I first start by looking at the inventory requirements of the existing menu. The objective is to use the established inventory for as many individual menu items as possible. By changing preparation methods, offering combinations, or simply renaming items many inventory items can be produced in a number of different ways. From any established menu, many spin-off menu items can be developed. For example, from the menu previously listed, the following additional menu items can be developed from the established inventory:

Chicken Nachos

Basket Combo (using wings, corn dogs, and deep fried vegetables)

Soup and 1/2 Sandwich

Grilled Breast of Chicken Salad

Chicken Frajitas

1/4 lb Ham and Cheese Sandwich

Assorted Cheese and Hamburgers

Combination Plates (using Sandwiches and Side items)

Heart Healthy Alternatives

In recent years, through the efforts of health agencies, the media, health and food industries, and consumer groups, we have become aware of the potential benefits and detriments of the typical American diet.

We have been presented with facts:

- * As a population we consume far too much fat.
- * High-fiber foods aid in elimination of excess blood fat.

We have been presented with controversies worth further examination:

- * High intake of dietary fat may be related to certain types of cancers.

To reduce sodium:

- You may not want to eliminate salt completely, but consider reducing the amount of salt used in recipes.
- Use low-sodium or unsalted ingredients (unsalted butter or margarine, low-sodium canned products, salt-free crackers and cereals, low-sodium stocks)
- Check processed foods for sodium content. Purchase low-sodium products.
- Use fresh meats, poultry, fish, and specially processed low-sodium luncheon meats.

Food habits are usually formed in childhood. These are strong patterns of behavior but with some effort, they can be changed.

Good food and good health go together. Food with less fat that not only looks good but tastes great is what heart healthy is all about.

The American diet is rich in fats, cholesterol, sugar, calories, and sodium, which in excessive amounts may be harmful to health. Fat makes up 42 percent of our calories. Sugar makes up another 24 percent of the calories in our diet.

A Snackbar operation doesn't have to revise or change the entire menu in order to satisfy the "health conscious" customer. Simple changes can be incorporated by modifying recipes. For example, substitute a low fat milk for whole milk, a vegetable oil or margarine for butter or shortening, and reduce the amount of salt in a recipe. Consult the experts to ensure any modification, change, and or addition is a qualifiable alternative. Most Marine Corps bases have a dietician assigned to the hospital or clinic who can assist you with your menu planning. Additionally, there are numerous other sources for information and recipes available. Especially good is the information from the American Heart Association.

SECTION 2

RECIPES

STANDARDIZED RECIPES

Standardized recipes must be developed for each menu item at each of the different snackbar operations. They provide a tool to control cost and quality of the different menu items. Proper use of standardized recipes will ensure that the menu items are prepared the same way each time. No longer will any menu item be dependent upon the talents of just one person. Any properly trained employee will be able to turn out a consistent, quality product by following the recipe.

Standardized recipes also give us a handle on food cost controls. Recipes will tell us how much food to order, then reduce costs by cutting down on inventory levels. In terms of preparation, the recipe gives a yield for each item making preparation forecasting more accurate. Proper forecasting through standardized recipes eliminates waste and overpreparation and reduces customer complaints because of run-outs. This ensures satisfied customers and reduces food costs at the same time.

On each standardized recipe form certain information is found:

- Major ingredients of the product.
- Weight or measure of the ingredients.
- Method of preparation.
- Name of the item to be produced.
- Yield
- Portion size

*See Recipe Form, Figure F-1

Standardized recipes are also useful for the following reasons:

- They facilitate uniform quality and taste.
- They provide predictable yields.
- They require less supervision during preparation.
- They require less trained help and act as a training tool.
- They establish a basis for cost controls.
- They eliminate dependence on one employee.

All recipes must be costed out using the operations receiving price of the products. This is covered in section (2) of Chapter II under recipe cost.

Simple ways to Modify a Recipe

To reduce cholesterol or saturated fats:

1. Select lean cuts of meat.
2. Serve moderate portions.
3. Replace animal fats with appropriate substitutes.

EXAMPLES

Instead of	Use
Butter, lard, bacon or bacon fat, and chicken fat	Polyunsaturated margarine or oil
Sour cream	Low-fat yogurt
Whole milk	Skim milk
Whole milk cheeses	Low-fat cheeses
Whole eggs	Egg whites or egg substitutes

To reduce calories or fats:

1. Remove skin from chicken.
2. Lift fat from soups, chili, etc.
3. Use water-packed canned products (canned fish, canned fruits).
4. Use low-fat dressings and mayonnaise.

Recipe form instructions

1. Fill in name of product.
2. Fill in yield (number of servings) and portion size.
3. List all ingredients in order of preparation in the ingredient column.
4. List the exact amount of each ingredient by measure (cup, lb, tsp) in the amount column.
5. Fill in steps of preparation in method area.

[illegible]

SECTION 3

PURCHASING

Purchasing Procedures

Purchasing is the base point at which merchandise cost is determined. Before any preparation of food can begin, the purchasing of raw materials using comprehensive policies and procedures, must occur. Although poor preparation practices may destroy the quality of a purchased product, good preparation cannot compensate for poor quality of purchased food. The best merchandising policy cannot compensate for unimaginative purchasing when it is not alerted to new products, new markets, and new trends. Nor can cost controls be totally effective in production and services if buying is wasteful. Food cost control begins at the time of purchase.

Effective Purchasing

The following purchasing procedures are recommended:

1. Purchase only the quantities required for maintenance of predetermined stock levels at the facility.
2. Purchase only according to product specifications to ensure consistency in the quality of food served to the customer.
3. Use order sheet forms to list all items to be ordered and to record price quotations from at least two vendors on all major food items. Purchasing through competitive bidding is protection for the buyer and secures the best quality at the lowest price offered.
4. Make comparisons of food quality and yield in relation to price; the lowest bid is not necessarily the best buy.
5. Purchase by weight whenever possible; state minimum weight acceptable in containers on purchase specifications.
6. Avoid bargains as a general rule, but encourage vendors to contact you whenever they believe that they have an exceptionally "good buy."
7. Purveyor meetings should be by appointment only and used to introduce new products and obtain additional information on products and market conditions.
8. For high cost items and high volume items (such as meats, certain produce, and staple goods), maintain a spreadsheet, tracking the unit costs of the items and carefully watch for price volatility and fluctuations.

Purchasing Guide

The following guides should be followed when purchasing:

1. Plan ahead. Being under pressure of a time limitation can result in accepting what is offered rather than preferred.
2. Buy items that are in season and fit the budget and operation.
3. Buy quality, but buy for specific needs.
4. Do not rely on one company or purveyor to give all the best buys.
5. Buy the size item which gives the best quality and least waste and where possible, are in the unit of issue.
6. If cost effective, buy in terms of the ready-to-eat portions.
7. Buy canned items by the edible drained weight.
8. Buy according to specifications.
9. Buy according to weight whenever possible.
10. Consider the use of convenience foods. Convenience foods are products that are prepared from frozen, or have had some preparation or full preparation done before purchase. These foods have a definite value in reducing the labor cost of food production. Management should make a determination if the convenience foods and labor savings maintain cost effectiveness when considering the possibilities of an increased food cost for these type of items. Food quality would have to be another consideration when purchasing convenience foods.

SECTION 4 SPECIFICATIONS

SPECIFICATIONS

A purchase specification is a concise description of quality (grade, composition of contents, purchase units, size, weight, count, or packing) and, sometimes, place of origin desired for a particular item. The description shall be detailed enough to convey to the vendor, as well as to the person receiving the merchandise, what is wanted and expected to be delivered.

While it is desirable to have virtually all food items included in purchase specifications, it is obligatory that major meats, seafood, and those convenience foods, staples, and canned goods which are used in substantial quantities definitely be specified in writing.

Suitable purchase specifications require the following information:

1. Exact trade or common name of item.
2. Quality (grade, appearance) expected by the buyer.
3. Variable specifics of the product (i.e., "age" for meats, "syrup density" for canned fruits).
4. Portion sizes.
5. Packaging requirements.
6. Delivery conditions (include temperature).

See Specifications Form, Figure F-2.

Two general policies recommended for food specifications are:

1. All meats, meat products, poultry, poultry products, and fish purchased must be government inspected.
2. Only pasteurized milk and milk products shall be purchased.

Instructions for completing the Specifications Form

1. Review sample and blank form.
2. Write in category (meat, poultry, fish, produce, etc.) space provided for in front of specifications for purchasing and receiving.
3. Fill in date, with day-month-year in the date area.
4. **Item Name column** - write in product you want purchased (be specific; i.e. boneless chicken breast).
5. **Brand Name column** - write in common name label (Del Monte, Hunts).
6. **Grade column** - write in grade of quality according to the appropriate category. Each food category has its own grading code.
7. **Weight, size, pack, count column** - write in exact denomination of the item (be specific - #10 cans, 24 pcs per box, 6 oz pcs).
8. **Purchase Unit column** - write in how product is purchased and units within (case, box, - 24 box per case, 6-#10 per case).
9. Check the form information with the invoice for receiving purposes.

SPECIFICATIONS

Date 1-28-92

POULTRY

ITEM NAME	BRAND NAME	GRADE	WGT, SIZE PACK, COUNT	PURCHASE UNIT
Chickens, Whole, Fresh,	Tyson	A	2 1/2 lb	CASE
w/o neck or giblets, 2			fryers	
1/2 lb fryer			16 head/case	

SPECIFICATIONS

Date 1-28-92

NONPERISHABLES

ITEM NAME	BRAND NAME	GRADE	WGT, SIZE PACK, COUNT	PURCHASE UNIT
Flour, all purpose,	Gen.		25 lb bag	Bag
bleached, enriched				
Pimientos, canned, red,	--	A	2 1/2 can	Case
whole			24- 2 1/2 can	
Salt, Iodized, Table	Morton		26oz	Case
			container	
			24-26oz count	

SPECIFICATIONS

Date 1-28-92

DAIRY

ITEM NAME	BRAND NAME	GRADE	WGT, SIZE PACK, COUNT	PURCHASE UNIT
Butter, Lightly salted,		A	1lb print	Case
			30 lb/case	
Milk, Whole, homegenized,		A	1 Gallon	Gallon
Vit A				
Cream, Light, Ultra-		A	1 Qt	Quart
Pasteurized				

SPECIFICATIONS

Date 1-28-92

VEGETABLES

ITEM NAME	BRAND NAME	GRADE	WGT, SIZE PACK, COUNT	PURCHASE UNIT
Mushrooms, Fresh, White		No. 1	10 lb box	Box
Large				
Green Peppers, Sweet,		No. 1	Medium - 2	Case
Fresh, Calif, Bell			1/2 in.	
			diameter	
			24 lb/cs	

SPECIFICATIONS

Date_____

ITEM NAME	BRAND NAME	GRADE	WGT, SIZE PACK, COUNT	PURCHASE UNIT

Figure F-2

SECTION 5
FOOD PREPARATION

FOOD PREPARATION

Food preparation is one segment of the food service operational cycle. Foods of the finest quality can easily be destroyed during preparation if proper procedures are not followed. The specific food preparation factors which influence ultimate product quality include:

1. Standardized recipes.
2. Ingredient weights and measures.
3. Sufficient and properly cared for equipment and utensils.
4. Temperature cooking guidelines.
5. Production sheets to ensure proper amounts are scheduled for preparation.
6. Knowledge of cooking techniques.

Food preparation in snackbar operations involves cooking. cooking occurs when heat is applied to food products to change their appearance, taste, texture, or palatability. A few of the most common snackbar cooking techniques are:

BOIL - to cook in a liquid in which bubbles rise and break at the surface, 212 degrees Fahrenheit for water at sea level.

BROIL - to cook under or over direct heat some or much of which is radiant heat. Broiler temperatures begin at about 450 degrees Fahrenheit and go as high as 580 degrees Fahrenheit. Temperatures on the food surface may be as low as 300 degrees Fahrenheit and still good broiling action occurs. "Grilling" is not interchangeable with "Broiling" but has been so used in the past. Grilling is a term used to indicate sauteing on a griddle.

DEEP - to cook in hot fat which is deep enough to
FAT FRY completely cover the item.

GRIDDLE - to cook on a griddle, a flat metal heating surface.
Food is placed directly onto the griddle, fat may
or may not be added according to the fat content of
the food.

GRILL - to saute; grilling was used interchangeably with
broiling but is no longer.

STEAM - to cook by the action of steam by exposing food to
the steam.

MICROWAVES

Another form of "heat transfer" used in food preparation is electromagnetic radiation in the form of microwaves. Microwaves cause water molecules in food to vibrate rapidly causing heat to be produced. The heat produced by the agitation is what cooks the food.

The microwave has limited use in snackbar operations. Foods that are cooked in the microwave still need to be finished by conventional means in order to produce the desired results, such as browning. The microwave can be used for different things including:

1. Reheating of cooked foods.
2. Thawing frozen foods.
3. Softening stale bread items.
4. Melting cheeses.
5. Finishing hot sandwiches.
6. Heating soups, sauces, and gravies.

SANDWICH PREPARATION

Sandwiches may be served hot or cold, with or without gravy, open faced, grilled, and deep fried. In all sandwiches, there are four basic components:

1. Bread
2. Spread
3. Filling
4. Garnish

General Suggestions for Preparation of Sandwiches

1. Two and one-half to three ounces of filling is generally sufficient for a sandwich. This may be portioned using sliced meat weighted on a scale or using the proper sized scoop.
2. Meat should be sliced very thin and stacked high between the bread.
3. Cut sandwiches into different shapes exposing the filling. This is an effective merchandising tool and alerts the guest to what the sandwich is made of.
4. Use different varieties of bread when making up sandwiches. Different breads make attractive, interesting displays and cater to the individual tastes of your customer.

Rolls, French and Italian, whole wheat, multi-grain, rye and pumpernickel, croissants, bagels, flour/corn tortillas, english muffins, and pitas are great varieties of bread.

5. Protect the bread with a thin layer of whipped butter. This will prevent absorption of filling into the bread making it soggy.

6. Do not use mayonnaise or tomatoes on sandwiches which must be held for long periods of time. This causes sogginess and may cause health problems. Provide these items separately for the customer's selection.

7. Wrapping the sandwich with a clear plastic wrap will prevent the bread from drying.

8. Use an attractive garnish on sandwiches making sure that the garnish is appropriate.

9. Keep filling under refrigeration until time of service. Be especially careful with fillings that contain mayonnaise.

10. Pay particular attention to sanitation in the preparation of all sandwiches, checking the work habits of the personnel preparing them.

SECTION 6

SERVICE

IMPORTANCE. The overall impression that a person has of the food outlet is probably not very good if the service is terrible even through other factors receive top marks.

Most people indicate, and results of studies agree, that of all the factors that contribute to the enjoyable dining adventure in any type restaurant, service is the most important.

STANDARDS FOR SERVICE PERSONNEL

Guests develop attitudes from the way a service or wait person looks. The appearance of a service person is very important to the patron as well as the manager or supervisor. Service personnel must look clean, neat, and natural. This means well brushed teeth, clean hands and nails, clean and properly fitted clothing, clean polished shoes, cosmetics in good taste, clean, neatly arranged, groomed hair, and jewelry if worn should indicate simplicity. Service personnel must bathe daily and use an effective deodorant.

SERVICE PREPARATION

TABLE SET-UP

For most snackbar operations this will be salt, pepper, napkin holders and a variety of other condiments if package servings are not used. The eating ware will be located at the service stand.

INSPECTING MENUS

To ascertain that a patron is not given an incorrectly priced, unclean, or tattered menu, they must be inspected prior to each serving period.

BRIEFING THE SHIFT

All personnel should be assembled prior to each shift for a short briefing. These briefings are to increase the communication between management and service personnel. Briefings should include:

1. Changes in procedures.
2. Menu changes and daily specials.
3. Station assignments.

INSPECT THE SHIFT

Service personnel are to be inspected either before or after the shift briefings. Points to be checked are:

1. Uniforms
2. Hair
3. Shoes
4. Personal Hygiene

IMPORTANCE OF ORGANIZATION

Careful planning and organization mean smooth and efficient service to patrons.

Being well organized assures the serving of more guests by either cafeteria style or order and wait service.

Planning their work builds confidence in personnel because they know what to do and where to do it.

WELCOMING THE PATRON

The reception of patrons when entering the snackbar sets the stage for the visit. First impressions are lasting. Employees must be polite, friendly, and gracious to convey to the patrons that they are not only wanted, but welcomed.

CLEAR THE TABLE

When self bussing is not the required method for removing soiled items, employees must ask if everyone has finished eating before the removal. Removal must be fast but careful. Tables must be cleaned after each seating. Scraps or crumbs dropped on the table should be wiped or brushed onto a bussing tray. This prevents the residue from getting on the floor or chairs.

POINT OF SALE

The cash register requirements for the snackbars are fairly simple. These registers must comply with the general requirements to be established by MWRSPACT for all point of sale registers.

The point of sale registers should have the following capabilities:

- Pre-Set Capabilities. Each menu item should be assigned a distinct total category and key on the register with the price of this item automatically entered when the key is depressed.
- Pre-Set Key Totals. Totals should be captured for each preset key.
- Item Description. A name or an abbreviation should be printed each time the preset key is depressed. This will describe each item purchased.
- Department Keys. Present categories should provide totals for different departments.
- Communication. The point of sale must have the capability of communication in ASCII format. This can be through recorded mode, polling, or on line.
- Intelligence. Each terminal should be independent and intelligent.

The intent of these requirements is to have the snackbar fit within the overall parameters of the information system for MWR.

SECTION 7

MARKETING

MARKETING

Marketing can be thought of in two ways. The first and most obvious is that marketing is the active selling of goods or services. The second way is that marketing is all encompassing. It includes the product, the service, and the facility as well as the active selling. Everything about the operation presents a positive or negative impression. This impression is part of marketing. In this definition, everything must be coordinated to create a positive image.

Concept

Every food service operation should have a concept, whether this be a simple all American snackbar, or a fancy French restaurant. Trying to market a restaurant without a concept is like trying to steer a ship without a rudder. There is no direction.

The concept for a snackbar can be very simple. It can be just the all American snackbar that specializes in hamburgers and hot dogs. With this simple concept, name, design, decor, menu, packaging, uniforms, and the active marketing program can be coordinated to present a unified image to the customer. All of these make up the concept.

Name

The name for a snackbar is very important. It should be distinctive and contribute to the overall marketing effort. The name can relate to natural elements, such as a great view, history, or activities nearby, such as a rifle range or airstrip. It can also be related to the food served, such as a sub shop, or Italian snackbar. It should not just be "Building 32 Snackbar."

Design

The design of the snackbar should be coordinated and take advantage of the concept. If there is a great view, the snackbar should have windows; if there is going to be hand tossed pizza, the customers should be able to see the show.

Decor

The decor of the snackbar must be coordinated with the concept. The decor should enhance the concept. This includes the tables and seating, the wall treatments, and flooring. For example, an Italian snackbar should be done in red, white and green, not in blue and yellow.

Logos

People identify with symbols that represent a company. The golden arches of McDonald's are recognizable and visible on everything that they have, uniforms, signs, packaging, etc. Snackbars on Marine corps installations should also have recognizable logos. These should appear on the bags, napkins, uniforms, signs, etc. One of the first things that must be accomplished once the name of the snackbar is decided is to develop a logo.

If you want a professional looking logo, hire a professional!

A logo represents your snackbar. It is displayed on everything, with the hope that it will reinforce a positive dining experience of the patron. If the logo is designed by an amateur, it may look amateurish. Hire a graphics designer to develop the design of the logo and the application of the logo to all the materials that you want.

There are two general sources of graphics design in the snackbar environment, the paper goods suppliers and independent designers. The decision as to which to use depends on the extent of the applications for the design. If the logo design will be limited to the disposable supplies only, a supplier can provide the design service. Normally, there is a charge for this service, although it will usually be less than having an independent designer develop the logo. The supplier, however, may want to keep the ownership of the design, which means that you must continue to purchase all your paper products from them as long as you want to use the design. It is important that the command own the design, even though it may cost more initially. The command is free to seek competitive bids for supplies.

If a wide application of the logo is planned, such as signage, uniforms, paper supplies, and furniture, it is important to have the design developed by an independent designer. The independent designer can develop the applications of the logo from the outside sign to business cards.

Packaging

In most snackbar operations with dining areas, the packaging is the tabletop. Thus it must be coordinated with the decor and enhance the decor, not detract from it.

Packaging is one of the most important marketing and operational aspects of a snackbar. It is the visual presentation of the snackbar that the customers take with them. Packaging serves two functions: it holds the item that is sold and it advertises the snackbar. Thus, a blank package without the name of the snackbar does nothing for advertising.

The types of packaging that are selected depend on the operation, the menu, storage availability, and cost. In addition, environmental considerations may play a part in the selection of the types of packaging. If you are going to logo some or all of your packaging, there are two things to remember that will reduce the costs of the packaging:

- Multi-use packages can reduce the costs by lowering the variety that needs to be printed.
- In some specialized packages, such as pizza slice boxes, it will most likely be cheaper to have stickers printed and use them on plain packages, rather than having a package printed with a logo.

Uniforms

Uniforms professionalize a snackbar. A snackbar with employees in street clothes looks like it is not ready to serve the public. The uniforms should carry-out the theme of the design. The colors should compliment the colors of the snackbar.

Although uniforms are needed, they do not have to be expensive. In some operations the uniform can consist of an apron and a hat. In others, a shirt, hat, and apron are more appropriate. Recommend all food and hospitality employees be dressed in a basic pattern of black or beige pants and white shirts/blouses. Then color coordinated and possibly logo embroidered aprons and hats may be added. Employees may be moved from one operation to another without having to change the basic uniform.

Menu

The menu is an important marketing tool. Both the items themselves and the menu presentation are part of the marketing. The menu must agree with the concept. It should not be fancier or simpler than the concept. The presentation of the menu, whether printed or displayed should fit with the decor and the ambience.

Developing Marketing and Promotion Programs

Marketing is the icing on the cake. Although a snackbar is much simpler than a club in terms of marketing, it is wise to have a coordinated marketing program for all snackbars. While a snackbar can be very good in all the operational elements, if it is not marketed, it will not thrive. People need to know that the snackbar exists and is exciting and constantly improving. Most Marine Corps snackbars have steady clientele. This clientele needs to be reminded of the availability of the snackbar and excited about its changes. Marketing is more than advertising. It includes advertising, public relations, employee

relations, customer relations, internal promotions, word of mouth campaigns, and social directing. No amount of marketing, however, will make a poor snackbar successful. The snackbar must offer good basics.

The purpose of any marketing plan or program is to increase sales. There are several ways to increase sales:

Increase the Frequency	Getting your current customers to visit your operations more frequently.
-------------------------------	--

Attract New Customers	Enlarging your customer base by attracting new people to your snackbar.
------------------------------	---

Increase the Check Average	Increasing the amount your current customers are spending. This can be done in one of two ways, either "Upselling" them to higher priced products or motivating them to buy more products (food, merchandise, etc.).
-----------------------------------	--

Changing Days	Getting your current customers to visit your operations on a different day than they currently do. If some customers will visit on slow Mondays rather than very busy Saturdays, you will have more business overall.
----------------------	---

Your marketing must be focused. Any marketing effort, program or plan must have a specific purpose. For example, your snackbar could be introducing a new menu. Before developing a marketing program, the purpose and goals must first be identified.

There are two types of marketing, INTERNAL MARKETING, - (the marketing of the snackbar or promotion within the facility) and EXTERNAL MARKETING, - (the marketing of the snackbar or promotion outside the facility).

INTERNAL MARKETING PROGRAMS

Internal marketing is an often overlooked marketing opportunity. If your snackbar is providing a good customer experience, it is easier to bring a customer back for another day or time. It is harder to attract a new customer for the first time.

Your snackbar should have several different internal marketing goals.

Be specific when developing your internal marketing goals. Make sure they work for your operation.

When internally marketing your operation, there are several tools or techniques you can use.

- * **Promotional Posters and Calendars** - All graphics should be professional and attractive. Keep the target customer in mind when designing posters and calendars. Take the time with your graphics supplier to make certain the artwork, layout, and colors reflect the tastes of your target customers for the promotion.
- * **Dynamic Verbal Selling by the Staff** - When cross-promoting your snackbar, your staff is your best asset. For your staff to be effective, however, they must be extremely dynamic and energetic. They should suggestively sell. For example, when a customer orders only a hamburger, the staff should ask if he would like fries and a drink to go along with the burger.
- * **Bounceback Coupons** - Bounceback coupons are used to motivate customers to come back at another time. For example, if your Tuesday breakfasts are slow, you can develop coupons good for 50% off egg items on Tuesday mornings. These coupons are distributed to customers at lunch or other busy times.
- * **Frequency Programs** - Frequency programs are used to motivate customers to come more often. For example, you can provide a coupon that is punched each time a customer orders lunch. When customers receive the designated number of punches, they get something such as a food item, T-shirt, soft drink, neon beer sign, etc., for free.
- * **Prize Drawings** - Your club can give numbered "raffle-tickets" on weekends and other busy nights for a prize drawing to be held on a slow night. Often your suppliers can provide the prize(s) for these programs.
- * **Video Messages or Commercials** - If your bowling center or golf course has a video system with a character or message generator, you can send promotional announcements (video only, no sound) throughout the building. If you do not have a character or message generator but do have a video cassette deck and access to a video camera, you can make "commercials."

Internal marketing programs must be on-going. Management must have the ability to create employee priorities. If you create cross-marketing and sales priorities, your employees will develop a promotion and sales "state-of-mind."

EXTERNAL MARKETING PROGRAMS

Your external marketing programs should include the following elements:

- * **Print Advertising** - There are several different publications on base that are read by your target audience. Included are the base paper and possibly an MWR newsletter.
- * **Public Relations** - Public relations activities can yield great results. There should be constant press releases going to all base publications and other publications in the community. Press releases should be distributed for the following events:

The names of contest winners

New promotions

New management

Management promotions

Physical changes to the snackbar

- * **CROSSMARKETING**

Crossmarketing can take place within MWR but outside the snackbar. This can take place through the distribution of flyers at the exchange, the gas station, recreation activities, or at some of the clubs.

No sale should take place in MWR without taking the opportunity to promote another sale.

DEVELOPING A MARKETING PLAN

If it is worth marketing, it is worth developing a marketing plan.

No marketing takes place without a plan.

Although a simple operation, even a snackbar requires a marketing plan to achieve positive results of a marketing program. A

marketing plan should be developed for a year, around the activities that occur on the installation operation or around holidays.

The marketing plan should identify internal and external programs for each promotion or daypart. Generic marketing efforts that focus on the snackbar "as a whole" are not as effective as specific programs that target specific people for specific promotions or events.

The best way to begin your marketing plan for a snackbar is to get an annual calendar. Cite the holidays and any events that take place that give you an opportunity to promote, such as back to school or spring fling days. Then find where there are no holidays to take advantage of and create specials or promotions that will provide excitement and generate business.

When conducting marketing efforts, notes should be logged in a "marketing log book." It should contain information about all marketing efforts. What worked and what did not? Which marketing programs should be done again, which should not? The log book should contain as much factual information as possible, such as the actual customer counts for the period that the effort was in effect. This log book will be an excellent source of information when you are developing your next marketing plan.

Promotional Ideas

Promotions may need to be geared to the three general types of snackbars, recreational, shopping, and workplace. With this in mind, the following promotion ideas are offered:

- * **MEAL DEALS** - The customer gets a bargain if they order a complete meal. i.e. Hamburger, French Fries, and a Soft Drink. The reduction in price would almost give them the drink for nothing. This could work in all types of snackbar environments. For exchange operations, this could be at lunch or at some other time of the day. For workplace operations, this could be a breakfast special to build breakfast business. For bowling centers, it could be used to build dinner business.
- * **SHOPPERS SPECIAL** - Designed for the exchange mall operations where the shopper would get a reduced price drink by showing a receipt from the Exchange. This could be used with a coupon run in the base paper to establish controls.
- * **EXCHANGE SALE SPECIALS** - Tie into the specials that are offered in the store. Some ideas might be:

- Fish Sandwich Special for the fishermen's sale.
 - Reduced Price Drinks in your own squeeze bottle during a bicycle sale.
 - Specials for mothers, or fathers during mother's or father's day sales.
 - Egg specials at Easter
- * **FOOD OR ETHNIC SPECIALS** - This could be done around the seasonal times of the year, such as a Strawberry Festival that would feature special desserts at a value price.
- * **SEASONAL AND SPECIAL HOLIDAYS** - Celebrate as much as possible. Use every holiday and season. The following is a list of holidays and seasonal days that could be highlighted:
- Cinch de Mayo - Mexican Specials
 - Flag Day - Wear a Flag pin and get a discount.
(Sell flag pins in the exchange)
 - All American Fourth
 - Beach Party - sodas by the sandbucket
 - October Fest - Wurst Day
 - Columbus Birthday - Italian Food Festival
 - Marine Corps Birthday - Sell drinks in special plastic cups
 - UnTurkey Day - Day After Thanksgiving - Hamburger Special
 - Boxing Day - Day after Christmas - Everybody with their own box for a carry-out order gets a 10 percent reduction in price.
 - Washington's Birthday - Cherry Specials
 - St. Patrick's Day - Everyone wearing green (other than Marine Green) gets a special price on corned beef sandwiches.
 - Easter - People in purple get a free grape drink

MENU BOARDS

Menu boards serve two very important functions for snackbars:

- Providing information about items & prices
- Selling

Customers need to be informed of what is offered and what might be on special. It is not sufficient to scratch a note on a piece of paper and say this is a sign. Menu boards should not be handwritten on posters or sheets of paper, provided by a beer company, or provided by a soft drink company. The menu boards must be:

- Professionally supplied
- Easily read
- Modular in design so that it can be changed easily
- Washable
- Back lit
- Have slide in menu strips and prices so that the items and the prices can be changed easily.
- Prices must be separate from the items so that prices can be changed independently.
- Can accept photo panels so that items can be advertised or logos added.

Numerous companies supply menu boards that meet these requirements. The signs come in various colors that can match the color scheme of the interior of the snackbar.

CHAPTER II
SECTION 1
CONTROLS

RECEIVING

Good receiving practices are an important part of a food cost control system. Proper purchasing techniques and well written specifications are of little value if receiving control at the back dock is poor.

Every purchase must be inspected for quality, quantity, and weight against the invoice which accompanies the order and the order form prepared by the purchaser. A complete set of purchasing specifications should be located in the receiving area at all times along with order forms for pending orders.

After products received have been verified, the weight and quantity will be entered on the copy of the activity's order form. The receiver will sign the order form along with the vendors invoice verifying that the delivery was found satisfactory. If any variations exist, the receiving personnel must ensure that all documents are annotated before signing the order form or vendor's invoice. The food purchaser should be informed immediately of any deviations from the order form.

Whenever possible, order by weight and receive by weight. This includes citrus fruit and most vegetables. Scales must be located at the receiving area to verify all deliveries.

Sample vegetables from the middle of crates and boxes. In addition to weighing meat, check to see if it complies with the specifications indicated on the order forms. At this point, any differences between the unit of issue ordered and those received must be resolved.

The receiving person should be trained to recognize good quality. The best training resources are purchasing specifications that are developed and approved by management for each food product. Management should train all pertinent personnel to be aware of the following problems created by inadequate receiving procedures:

1. Vendors sending incomplete shipments without credit slips.
2. Shipping meats without the proper specification.
3. Adding ice or water to a product to distort the weight.
4. Using excessive packing material to distort the weight.

5. Placing the best food on top and the poor quality on the bottom.

6. Increasing the amount of food delivered over the amount ordered so the purveyor can increase sales.

7. Repacking food into crates that are marked on the outside with weights or counts in the hope that they will not be checked.

8. Selling day old bread and bakery products instead of fresh.

9. Selling items that are close to expiration dates such as milk, chips, etc.

10. Receiving personnel accepting the delivery without verifying weights or counts.

11. Receiving personnel who do not have a copy of the purchasing specifications or the order document to verify the delivery.

If any of these problems occur, the receiving personnel must inform management immediately. Good receiving practices should reduce temptations of dishonesty by either the purveyor or activity employees. Management must spot check receiving procedures periodically to ensure compliance with all set procedures.

PRODUCTION SHEET

Production sheets are an integral part of the preparation cycle. From the production sheets, all information pertaining to the day's menu is recorded. Timely and accurate forecasting should allow the food preparation staff to prepare the amount of food necessary for the day's operation. Forecasting menu supply ingredient requirements is based upon information gathered from past menu cycles and the history of the operation. For example, on specific days of the week during the past year, a certain menu item sold exceptionally well. This figure is recorded so that on the next cycle, accurate menu supply ingredient figures can be determined. Keeping records such as these will prevent runouts and excessive waste causing both customer dissatisfaction and increased costs.

In order to further refine menu supply ingredient requirements for the next cycle, a history of each major menu item is recorded on the product requirement sheets. A column is provided for amount prepared, amount left over, or time the item ran out. These columns will indicate whether the required product quantity was accurate and will provide sufficient information to correct the forecasts for the next cycle.

Why bother to plan food production? From a cost of goods standpoint, you plan food production so that you won't have either leftovers or premature runouts. Leftovers drive food cost up; runouts keep sales down. Both affect cost of goods percentage for the operation.

You must also plan food production so that food is ready when patrons want it. To do that, your kitchen employees must start preparations early enough (but not too early or payroll costs go up), and have the ingredients they need to work with. The food production plan helps you work all this out.

When do you make a food production plan? You make it up to a week in advance. That gives you enough time to make up work schedules, order the food, and correct any problems the plan brings out.

Gather things needed to make a good food production plan:

- * Menu for the day(s) you are working on.
- * Schedule of events form showing the day(s) you are working on.
- * Blank food production plan sheets.
- * Scatter sheet for the same day(s) last time menu was served.

- * Party contracts for the day(s) you are working on.
- * Any clues about base movement, payday, reservations, competing activities, or other things that could affect your business that day(s).

Product sheets are excellent training tools. When properly filled out, they can serve as instructional material for the food preparation personnel. They force the kitchen employees to adhere to portion control policy and to use recipes for all menu items. Each department within the kitchen will receive a copy of the appropriate product sheet.

Successful use of product sheets depends on management input and constant supervision. When used correctly, however, they provide the operation with an excellent form of control.

Instructions for completing Food Production Sheet Form.

1. Review Sample and blank form.
2. Write the date when the Food Production Sheet will be used in the Date area.
3. Write the week number and day number (example; week 3 - day 2) of the cycle menu or the contract number (if for catering) in the Menu Number area.
4. Write the meal period (breakfast, lunch, dinner, etc.) in the Meal Period area.
5. Write who is to prepare the item in the Preparer column.
6. Write the menu items to be prepared in the Menu Item column.
7. Write the recipe number of the item to be prepared in the Recipe Number column.
8. Write the portion size of the menu item to be prepared in the Portion Size column.
9. Write the forecasted amount of the item to be prepared in the Forecast Amount column.
10. Write how many batches (times) the item was prepared in the Batches column. This can be determined on an as needed basis and recorded during the preparation of the item.
11. Write in the number of portions left over or the time the item ran out in the Left Over/Time Out column.

12. Write in the difference between how many portions of the item were prepared (forecasted amount plus batches) and how many portions were left over in the Amount Sold column.

13. Write any note or comments in the Special Instructions column.

Instructions for filling out Production Order Form:

1. Fill in heading
 - A. Date - day, month, year
 - B. Menu number
 - C. Meal - Breakfast, lunch, dinner
2. Preparer - Name of person who prepares the menu item.
3. Menu Item - Name of item to be prepared.
4. Rec. # - The recipe number for the item to be prepared.
5. Portion - Size of the portion (6oz, 1pc, 2 cups, etc.) of the item prepared.
6. Forecast - Predetermined number of portion's of the item to be prepared.
7. Prepared - Actual number of portions of the item that were prepared.
8. Sold - Number of portions of the item that were sold.
9. Leftover/time out - Number of portions of the item that are left over or the time the item ran out.
10. Special Instructions - Any thing that needs to be noted about the product.

Retail Accountability

Retail accountability is an internal control that enables management to determine if what is missing from the inventory was or was not paid for.

Retail accountability is established to control high pilferage items or any item with a predetermined accountable unit of sale. Examples would be a candy bar, a can of soda, a bottle of beer, a package of cigarettes, etc.

If items are not prepackaged as those listed above, management or their designated personnel can establish methods to preportion or prepackage items in-house. Prepreparation plays an important role in establishing this control. As an example, portions of meat can be separated by wax paper. Management counts the portions before the shift and then again at the end of the shift. The number of portions missing is multiplied by the selling price of that particular meat item; i.e. roast beef sandwich. This answer represents the total money that should have been recorded on the cash register for that item.

Management should review the menu items and determine what should and should not be controlled through retail accountability. Once this determination has been made, management should establish cash register controls to coincide with the retail accountability. Management must ensure that the items controlled through retail accountability are isolated on specific cash register keys. It is very important that no other sales are recorded on these isolated keys or the information obtained from the control will be useless.

To be an effective management control retail accountability should be conducted on at least a weekly basis.

Work Schedules

A work schedule must be prepared for each employee assigned to the operation. The schedule should reflect the following information:

1. The schedule period.
2. The day and date should be reflected for each scheduled day.
3. The employee's name and position.
4. The beginning or starting time that the employee is to begin work.

5. Any scheduled breaks. Note: all breaks should be scheduled.

6. The ending time, which is the time the employee is to be completely finished with their assigned duties.

7. The total hours that the employee is assigned to work in a particular day and the total hours assigned for that particular schedule.

8. Days off or leave periods should also be reflected on the schedule.

Management must evaluate each position and determine the hours needed to complete the shift. Management must ensure that set up and break-down times are recorded on the schedule. If management determines that the foodservice worker requires half an hour of preparation prior to opening, this half an hour must be reflected on the schedule. Most importantly, the manager should review timecards to ensure the employees are abiding by their assigned schedule.

Management must be careful not to schedule employees for overtime.

The Food and Hospitality Standard for labor in a snackbar is 23-28 percent.

Guest Checks

Unless the activity is equipped with a Point of Sale cash register system, guest checks must be used. Even if all controls are successfully used on purchasing, receiving, storage, and preparation of food, management must be assured that patrons payments reach the cashier and are recorded on the cash register.

A single prenumbered guest check can be used by a snackbar operation. These guest checks are usually designed with a serrated tab. The tab is prenumbered corresponding with that check, and should be torn off by the counter staff and given to the customer. This number is called when the order is ready for pick up.

Managers or their designated representatives will issue guest checks to employees recording the numbers on a locally produced control sheet at the beginning of each shift. At the end of the shift, all unused guest checks must be turned in and the last number used verified with the last guest check number turned in by the cashier.

Scatter Sheets

Scatter sheet control must be maintained by the activity manager.

A scatter sheet lists each item available for sale. At the end of the shift the manager or designated person will record the number of times each individual item has sold. On most cash registers this information can be easily obtained from the register tape.

The information obtained from a scatter sheet will enable management to identify item popularity which becomes a tool for forecasting and food production.

Other uses of a scatter sheet are as follows:

1. Menu revision. If a particular item shows an inability to sell, a decision should be made to either delete the item from the menu or to change the item to improve sales.

2. Preparation. The history of sales reflected on scatter sheets will enable foodservice workers to determine how much of a particular item should be prepared for the specific meal period. This information can greatly reduce problems experienced with waste and excessive leftovers. It also enables the kitchen staff to operate in a more efficient manner.

3. Inventory control. The scatter sheet will reflect the number of times an item is sold. This information should agree with the usage data obtained from an actual inventory. As an example, if you began with 50 hamburger patties and the scatter sheet reflects 10 hamburgers and 10 cheeseburgers sold, then 30 hamburger patties should still remain in the inventory. If these figures do not agree, it is a signal that problems may exist in your activity.

4. Sales mix. Scatter sheets can also help management track or identify the sales mix. When developing the scatter sheet form, each menu item can be listed by food cost category. For example, group all 30 percent food cost items together, 40 percent, 50 percent, etc. With this information management can review past scatter sheets and determine what the activity's overall food cost should be. If the activity is operating with a high food cost, it is possible that the sales mix has changed and the majority of the sales are accounted for in the high food cost category.

Inventory

Set-up

All storage areas must be clean and organized. All partial cases should be emptied and the items shelved.

Refrigerators and freezers must be equipped with proper shelving and food items stored in an organized manner.

Dry goods must be separated from paper products, cleaning gear, and other non-inventory items.

Shelves may be labeled to assist in maintaining organization.

Par stocks should be developed to prevent over stocking or premature run-outs of inventory items.

Develop an intensive and continual training program to ensure that all pertinent employees understand set policies and procedures. This training should include proper purchasing, receiving, rotation of stock, and the actual procedures for conducting the inventory.

One of the most important phases of setting up an inventory is the time developing the form itself. To expedite and simplify the inventory process, the forms should be prepared listing the items to be inventoried as they appear on the shelves.

It is very important that the unit to be inventoried coincides with the unit cost posted on the inventory form. For example, if the item is listed by the pound, it must be inventoried by weight, and the unit cost posted to the inventory must be by the pound.

Posting the correct unit price is vital to maintaining an accurate inventory. A perpetual pricing sheet can be developed to account for the current and correct unit price. This sheet is controlled by a designated person. When items are received they are immediately verified between the order form and the vendors invoice. Once found satisfactory, the documents are signed and the items properly put away. The vendor's invoice will reflect the unit price of the items received and this information is updated on the perpetual pricing sheet. This procedure will ensure that current unit prices are always maintained.

It is very important that the proper time is devoted to setting up the inventory. Several aspects of the operation are directly related to proper inventory procedures and each of these avenues must be addressed. Supervision, training, and follow-up are instrumental in developing this phase of the inventory.

Procedures

The inventory must be conducted at least twice a month. This requirement will enable management to identify problem areas in a timely manner rather than waiting for the activity's profit and loss statement at the end of the month. Normally a P&L statement is not received at the activity until one or two weeks into the new accounting period. Management's ability to isolate or resolve existing problems is severely impaired because of this delay.

Recommend the activity manager be involved in the actual taking of the inventory. This opportunity allows the manager to identify the kinds of food being used along with evaluating par stocks, inventory turnover, proper storing procedures, etc.

As a minimum, two personnel should be involved in the physical count of the inventory. The manager and a designated person such as the cook would be an ideal situation.

One person should be designated to call out the item, by name and then by unit of inventory, and the other person will record this information on the inventory sheet while spot checking the accuracy of the count.

Accuracy is the main objective during this phase of the inventory. Miscounts, improperly recording the unit of inventory, and incorrect pricing are the leading causes of inventory error.

Once the inventory is completed, it must be extended to determine the value of the inventory at hand. This can be accomplished manually or by computer. Once this information is obtained the process of determining the activity's food cost for that particular inventory period can begin.

The formula for determining the activity's cost of goods is as follows:

BEGINNING INVENTORY + PURCHASES AND TRANSFERS IN (DIRECT DELIVERIES, REQUISITIONS, AND ISSUES, ETC.) - TRANSFERS OUT AND ENDING INVENTORY = COST OF GOODS SOLD.

COST OF GOODS SOLD DIVIDED BY SALES = COST OF GOODS PERCENT.

This information provides management with the basic tools necessary to identify trends which may determine the success or failure of the operation.

The Food and Hospitality Standard for cost of goods in a snackbar is 30-35 percent.

Stabilizing the activity's food cost is often the leading challenge for the activity manager. Some causes of fluctuating and unacceptable food costs are:

Incorrect inventory; i.e., count, extension, posting.

Portion control problems.

Outdated pricing of menu items.

Waste.

Proper and accurate inventories will enable management to identify certain trends and problem areas and most importantly will provide management with a necessary tool to begin corrective action.

The desired inventory turnover ratio for most snackbar Operations is two times or more per month. An inventory that increases in value may indicate that the purchaser is allowing too much inventory in storage. An excessive inventory is considerably more difficult to control reduces storage availability, and represents money on the shelf that should be in the bank.

SECTION 2

STANDARDS

Recipe Cost

Recipes are the foundation for all purchasing efforts, for developing additional recipes, and for all costing efforts, which is the starting point for most menu item cost cards.

Standardized recipes:

- * Ensure the customer receives a consistent quality product.
- * Facilitate uniform quality and taste.
- * Provide predictable yields and establish a basis for food and labor cost controls.
- * Require less supervision during preparation.
- * Act as a training tool.
- * Eliminate dependence on a single employee.

The information on a recipe includes ingredients, quantity, portion size, and preparation techniques, from assembling and mixing to the actual cooking and presentation of the food items. They should be the step-by-step, ingredient-by-ingredient blue print for a food item's production and service. The developer of the recipes must ensure that they are simple and understandable to all pertinent employees.

Management must ensure that employees abide by all set procedures and follow the recipes designed for the operation. Management must also ensure that recipes are kept current and adjusted accordingly to reflect any changes to the menu item or specific products.

To cost out a standardized recipe, follow these procedures:

- * List the ingredients and quantities of the recipe as prepared, in order of use.
- * Determine the cost of each ingredient (from invoices, price lists, inventory sheets, etc.). These costs and units of measure must be the same.
- * Enter the total cost of each ingredient by multiplying the cost per unit (oz, lb, ea) by the number of units required.

- * Add each item's total cost to get the total cost of the recipe.
- * Divide the total cost of the recipe by the number of portions served to get the cost per serving.
- * If the item is sold as a la carte, its selling price would be based on this cost. Otherwise, when the item is a component of a meal, its cost would be carried over to a menu item cost card.

Item Cost Cards

Item cost cards, containing portioned ingredients at cost, total cost of item, item selling price, and gross profit percentage, must be maintained for every item sold including specials.

Item cost cards must be reviewed at least quarterly and appropriate adjustments made. Some examples of necessary adjustments would be change in product wholesale price, change in portion size, and change in ingredients.

The following formulas are provided for determining cost data, pricing, and percentages:

- * Sales (\$2.50) minus cost of goods (.75) equals the gross profit (\$1.75) of that particular menu item.
- * The item's gross profit (\$1.75) divided by the selling price (\$2.50) equals the gross profit percentage (70%).
- * The item's cost of goods (.75) divided by the selling price (\$2.50) equals the cost of goods percentage (30%).
- * Note that the cost of goods percentage (30%) when added to the gross profit percentage (70%) always equals 100 percent.

Portion Control

Portion control begins with the measuring of ingredients. If this is not done correctly, then all the time and effort to accurately cost out your recipes is worthless.

Portion control is the measurement of portions to ensure the correct amount of an item is served. In order for portion control to be carried out, cooks and servers must be familiar with the established portion sizes. Portioning standards should be recorded on the standardized recipes, menu item cost cards, working menus, and posted in production and service areas.

There are several methods of portioning food which may be used including weight scales, purchasing properly sized glassware and tableware, procurement of food items such as meat products which are already cut or canned to specific portions, and most importantly, the use of properly sized serving utensils.

Management's responsibility is to ensure adherence to the selected portions. Training sessions with employees to explain the importance of portion control are vital. Following the portion control guidelines will help stabilize the activity's food cost, establish consistency in food production, and help eliminate waste and leftovers.

Menu Pricing

There are several methods to determine the selling price of menu items. No one method will be successful all of the time, therefore, food service management should use a combination of methods to price menu items. This pricing procedure is critical to a successful food operation. An easy formula for determining the selling price of a menu item is by dividing the items cost of goods by the desired cost of goods percent. Additional factors to consider when determining the eventual selling price are:

Prices in the local community; the competition.

The anticipated item popularity.

Profit objectives.

Patron base.

Menu pricing must be based on the cost of ingredients used to produce a menu item. Keep in mind, that all items on the menu cannot have the same food cost percent. A well balanced menu may have a portion of low cost, high gross profit items; medium cost, medium gross profit items; and high cost, low gross profit items. Monitoring and adjustment of this mix will result in obtaining desired goals.

Price determination involves a knowledge of how similarly priced and quality items have sold in the past, why customers pay a certain price for an item at competitors facilities, and what distinguishing characteristics the food and hospitality service facility has that will allow for flexibility. Knowledge of past performances and acceptance levels is important in analyzing market flexibility in menu pricing.

Food and hospitality activities compete with local restaurant and fast food establishments. Management's awareness of this competitive environment is critical to menu pricing. The on-base food service facilities must capitalize on their convenient locations in combination with competitively priced meals. Competitive pricing alone will not suffice. As with other factors and considerations, competitive pricing must be accompanied with high quality food, pleasant atmosphere, and friendly, efficient service. The most devastating effect on a food operation, however, is a menu that is noncompetitively priced. The establishment of selling prices is the responsibility of the manager and must be consistent with MWR policies.

SECTION 4

TRAINING

INTRODUCTION

Training in a snackbar can be very simple, since the tasks performed do not need a great deal of technical skill. On the other hand, training is one of the most important duties that the manager of a snackbar has. **IF AN EMPLOYEE IS GOOD ENOUGH TO HIRE, THEY ARE GOOD ENOUGH TO TRAIN.** A well trained staff can help make money for the snackbar. Some of the reasons for training are:

Lower Turnover -- Well trained employees become less frustrated and are confident in what they do. They enjoy their jobs more.

Increased Productivity -- Well trained employees can produce faster, serve more customers, and thus increase sales.

Fewer Mistakes and Accidents -- Well trained employees make fewer mistakes and thus have fewer accidents.

Increases Customer Count -- Courteous service is a skill. When customers are served good food properly and courteously, they will return, creating repeat business.

Less Pilferage -- Well trained employees develop pride and affiliation with the operation. This reduces the likelihood of pilferage.

Better Employee Recruiting -- A well run operation will attract good employees that want to take part in the training program.

THE FOUR STEP APPROACH TO TRAINING

Most snackbar training is not classroom training but on-the-job training. This does not mean, however, that the training is not planned or is left to osmosis. On-the-job training should be planned and include training aids to assist in the learning process. On-the-job training should follow a four step training procedure. These are universal to almost any training activity:

- Prepare the person for instruction
- Present the task
- Try out the performance

Follow-up

The four key elements of these are:

1. **Prepare the Person for Instruction.** The trainer must first prepare the trainee for instruction. This includes three key elements to make the trainee fully receptive to learning:

- **Put the trainee at ease.** Reassure the trainee that the task can be learned with reasonable effort and that you are interested in helping them.
- **Explain the job and its importance.** Make certain that the employee understands the importance of the task and the job. The employee will be more interested in learning when they see the importance of the task and their job to the whole picture.
- **Create interest.** Don't assume that the person is interested in learning the task because it is part of their job. A trainee's interest will increase when they understand the personal advantage of the training. This can be a good opportunity to introduce the subject with a training video.

Training videos can be obtained from commercial sources or the Navy MWR Training Unit at NAS Patuxent River. (A listing of training videos available from PAX is included at the end of this section). In some cases, it may be better to develop homemade videos that show the specific snackbar in the film. What these videos lack in professional presentation, they gain in being specific to the operation.

2. **Present the Task.** Once the trainee appears to be ready for instruction, the trainer should present the task. The following are the most important elements in presenting the task to the trainee:

- **Give an overview of the task.** Outline the elements and steps that make up the task.
- **Explain and demonstrate one step at a time.** Don't hand a manual to an employee. Take the employee along one step at a time and the employee will learn more quickly.

- **Stress key points.** Employees must be told what the job is, how it is to be done, and why it is to be done that way. Stick to the key points and don't digress with unimportant details. They only confuse the employee.
- **Don't teach too much at one time.** Teach the employee only what he or she can absorb at one time. Do not overload them, it's a waste of time.
- **Use simple language.** Make yourself understood. That is the principle of language.
- **Allow discussion.** People learn more from discussion than they do from a lecture. Permit the trainee to ask questions. People think more during a discussion and learn more when they think.
- **Set a high standard.** Do not expect a trainee to do a first class job after a second class demonstration. When an employee watches something done correctly, they consider it a demonstration of expected performance. Set a high standard that will guide an employee's future performance.
- **Give reasons for the methods and procedures.** People learn better when they understand something. Reasons for methods and procedures give the employee a better understanding and the employee will retain the knowledge longer.
- **Demonstrate one step at a time.** Concentrate on one step until the employee has learned to do it well. Then proceed with the next step. Don't teach everything at one time. It will only confuse and frustrate the employee.
- **No Sea stories.** Don't give the employee unnecessary, superfluous details. They only confuse.

3. **Try out performance.** After the employee has been shown the job, have the employee try out the task. The following are some of the key elements to remember when permitting the trainee to try out the job:

- **Have the trainee do the job.** Everyone learns from doing. Have the employee begin with the simple tasks and work toward the more difficult. This will give the employee a sense of success. By doing the job right, the employee builds the self-confidence that is necessary for success.

- **Have the trainee explain how the job is done.** This will ensure that the employee understands the job and the reasons for the way it's done. If they have to explain it, they will understand it better and it will reinforce their learning.
- **Avoid criticism.** People want to learn but they don't want to be criticized. Don't get mad when a trainee does something wrong. People learn from their mistakes. Let them learn. Show the trainee how it might be done better. Correction becomes instruction when done in a friendly way.
- **Compliment before correcting.** Always find something to compliment the trainee on before correcting them. Compliments encourage the trainee to want to learn more. It also helps develop better employee relations and create a positive atmosphere for training.
- **Let the trainee do the correction.** First compliment the trainee and ask how they might have done the job differently. Not only will the unpleasantness of criticism be eliminated, the trainee may have some very positive ideas on how the task could be done better than the current method.
- **Continue until the trainee knows the job.** Have the employee do the job over and over until you're both sure they know the job.

4. **Follow-up.** Follow-up is very important since it takes the average person three times before they know the job. Bad habits can develop if not corrected. Good follow-up can prevent bad habits. Some suggestions in follow-up are:

- **Allow the trainee to do the task on their own.**
- **Encourage questions from the trainee.**
- **Check performance as often as needed, but as the person becomes more proficient, the need to check should be reduced.**

AREAS FOR TRAINING

While there are many areas that require training, the following highlights the areas that may be particularly important to the snackbar operations.

- Orientation
- Hospitality and Courtesy
- Safety
- Sanitation
- Cashiering
- Counter Service
- Side Work
- Grilling
- Deep Fat Frying
- Sandwich Preparation
- Microwaving
- Salad Preparation
- Beverage Service

Other areas may be included in the training programs. Many of the above areas should be developed at the local level to meet the needs of the individual snackbar. Some areas are applicable to all activities and outlines are included below.

Orientation. Employee orientation is one of the most important phases of employee training. It is the time that the new employee is receptive and wants to make a good impression. New employees want to know as much about the job as they can so that they can fit in. They will also feel slighted if they do not receive training, and are left to fend for themselves. Some of the items to cover in employee orientation are:

- Hours of Operation
- Employee Rules (not covered by personnel)
- Uniforms, Grooming, and personal appearance
- Unit orientation

- Where to change
- Introduction to fellow workers
- What the job entails and its importance
- Building teamwork
- Training programs
- Career advancement
- Planned work schedule for the first pay period

Hospitality and Courtesy. Hospitality is an opportunity to show our guests that we really appreciate their business. Courtesy fosters hospitality. Some people are naturally friendly and outgoing, others may be as friendly but are shy. We must train these shy people to demonstrate their friendliness to the customer. The following describes some of the tasks in training people to be hospitable.

- * **Knowing what makes the snackbar successful.**
Employees need to know the philosophy of why the snackbar is successful.

**The continued success of any restaurant
is that its customers think of it as
the place to eat.**

- * **The importance of each customer.** All snackbars exist for the purpose of serving their customers. It is important to create a friendly atmosphere for our customers. Our employees need to know that we want to make our customers our friends.

**A stranger is a friend that we have not had
the opportunity to meet.**

- * **Taking Pride in the operation.** Employee pride is contagious. It is the special quality that contributes to a pleasant dining experience. When we feel good about ourselves, our products, and our service, our customers feel good about our snackbar.
- * **Prompt attention.** The first impression is the lasting impression. A simple greeting goes a long way toward a satisfied customer. It lets the guests know that we are glad to see them. One of the following can get the ball rolling.

- "Hi, welcome to the Exchange snackbar"

- "May I take your order please?"
- "How may I help you?"
- * **Eye Contact.** Eye contact communicates self-confidence, acceptance of the customers, and a sincere willingness to serve them.
- * **Follow-up.** Follow-up is very important to completing the guest experience. Some sayings include:
 - "We hope you enjoyed your meal."
 - "Thank-you, please come back and see us."
 - "We appreciate your business."

Don't just ask if everything was all right when a customer leaves. Try and remember what the customer ordered and say:

- "I hope you enjoyed your steak-n-cheese."

It is impressive to the customer and appears much more sincere than just asking if everything was all right.

The exact wording is not important. It should be something that is natural to the employee. It is much better to have someone naturally say, "You'll hurry back" than to have them say in a stilted fashion, "Thank-you, please come back and see us."

As the ads say "Just do it." Have the employees say something. Train them to talk, coach them and encourage them. You will be surprised at the results.

TRAINING RESOURCES

The Navy Morale, Welfare and Recreation Training Unit maintains a Media Resource Center which contains numerous audiovisual presentations that can be used for food service training. The resource center holdings are available to Marine Corps MWR at \$400 per command per year and permit use of each tape for a two week period. This will permit the commands to at least review the videos, filmstrips, etc., and participate if they fit into the training program for the snackbars.

The following are some of the holdings of the Media Resource Center that may be applicable to snackbar personnel training.

- A COOL HEAD FOR SALADS
- A PASSION FOR CUSTOMERS
- ALCOHOL SERVER RESPONSIBILITY
- DEEP FAT FRYING
- DINING ROOM SAFETY
- FOOD SAFETY IS NO MYSTERY
- FOOD SERVICE COURTESY
- KITCHEN FIRE SAFETY
- KITCHEN KNIVES - SAFE AND EFFICIENT USE
- PORTION CONTROL - A TEAM EFFORT
- PREVENTING4BURNS IN THE KITCHEN
- PREVENTING CUTS AND STRAINS
- PREVENTING FALLS
- SANDWICH PREPARATION AND PRESENTATION
- SANITATION & HYGIENE - THE BASIC RULES
- SANITATION & HYGIENE - WHY THE IMPORTANCE?
- SANITATION & HYGIENE FOR DINING ROOM PERSONNEL
- SERVING BEER
- SHORT ORDER COOKERY
- THE ART OF BROILER COOKERY
- THE MICROWAVE OVEN

CHAPTER III

SECTION I

PHYSICAL PLANT

LAYOUT AND EQUIPMENT SCHEDULE

PREAMBLE

You must be knowledgeable of the requirements involved in food production. This section of the guide provides you a basic understanding of kitchen layout and design principles. It identifies many large and small equipment requirements of snackbar operations and explains many of the important procedures and requirements in determining and planning food production.

The opportunity for you to participate in a total kitchen design or new construction may never happen. Necessary improvements on any existing kitchen's layout and design, however, can be made by adding a new equipment item, removing an item and/or rearranging existing equipment. You must be able to evaluate a kitchen in terms of cost efficiency, time and motion, space utilization, and production flow. The ultimate objective is to lay out and design or redesign a kitchen that enables the staff to get the product from the back door to the customer with the least amount of effort. Kitchen layout and design or redesign are a team effort from start to finish.

Understanding Kitchen Layout and Design

A menu idea and concept, the type of food, meal periods and service dictate the kitchen's design, not vice versa. Kitchens must be viewed and evaluated as assembly lines where cost efficiency, space utilization, and worker productivity are the keys to a successful operation. Figure F-4, Snackbar Operation Layout, depicts the basic principles that will be addressed in this section.

Kitchen floor plans must provide smooth flowing continuity to and from all activities. Here are some important rules that should be followed:

- Minimize the amount of employee backtracking and crosstracking.
- Adequate receiving area must be provided.

- There must be sufficient storage space adjacent or convenient to the receiving areas, and to the production area(s)
- The processing, preparation, and advance cooking area, "heart of the house", should be centrally located in the kitchen. It supports all the other areas.
- The point-of-purchase (POP) order preparation and serving area, "the frontline", should be located adjacent or parallel to the "heart of the house" and the dining area.
- The clean-up function that includes busing, warewashing and storage, in support of the frontline and service area, should be located adjacent to, and convenient to these activities.
- The pot and pan washing area is best functionally grouped with the warewashing activity, and should be located adjacent or convenient to the kitchen.
- Minimize hard-to-clean areas, narrow aisles, and floor-mounted equipment.
- Light fixtures should be enclosed and "flush" in the ceiling. Floor construction should include sloping floors to floor drains positioned throughout the kitchen.
- Purchase new equipment with casters, and/or install casters on existing equipment items. Equipment items, work counters, tables and stations equipped with casters (wheels) allow for flexibility, improve worker productivity, enhance space utilization, and improve ability to clean around the equipment.

Additionally, quick disconnects for gas equipment should be used to enhance the flexibility and mobility of these equipment items. The quick disconnects make it possible to change or rearrange the configuration of a kitchen to easily adapt to changing production requirements.

Evaluate Your Operation

"Everything has its place and every place has a purpose." The functional grouping of tasks, work stations, and equipment is the ultimate objective. Kitchen design revolves around the amount of space allocated or available. Kitchen space is used in two ways, for physical occupation and movement. This total space depends on the amount and type of equipment needed to produce the required foods. Overcrowding and congestion may be the result from a poor initial design, meal production requirements that exceed present capabilities, the failure to functionally group tasks and equipment, or retaining obsolete or under used equipment. A kitchen that is too small for the level of food production may cause health and safety hazards, such as poor ventilation, temperature extremes, and employee backtracking and crosstracking. On the other hand, large open areas are usually not efficient. Time and energy is wasted walking and transporting items over long distances. Communication and supervision is hampered, and it costs more to clean, heat, light, and maintain. With either extreme, the need for the maximum use of existing and planned equipment, flexibility, and mobility is imperative. Smaller kitchens are often more efficient than large ones because of the necessity of planning each workstation in detail and the elimination of steps. A key point is "time and motion efficiencies" of the staff, and the relationship between production and service flow. The organization of equipment as it relates to flow throughout the kitchen is a major concern. If you can save a person from an individual task, you increase efficiency. If a cook has to walk 10 feet to reach into a refrigerator to get a product, that's inefficient. But, to design or redesign a facility so the cook only has to turn around or turn to one side or walk three feet to get that same product, this improves productivity.

Figure F-4, Snackbar Operation Layout, includes many outstanding work flow efficiencies. It makes use of space (840 sq. ft.), and includes many point-of-purchase and self-service principles vital in streamlining snackbar operations. Equipment schedule for the layout is at Figure F-5.

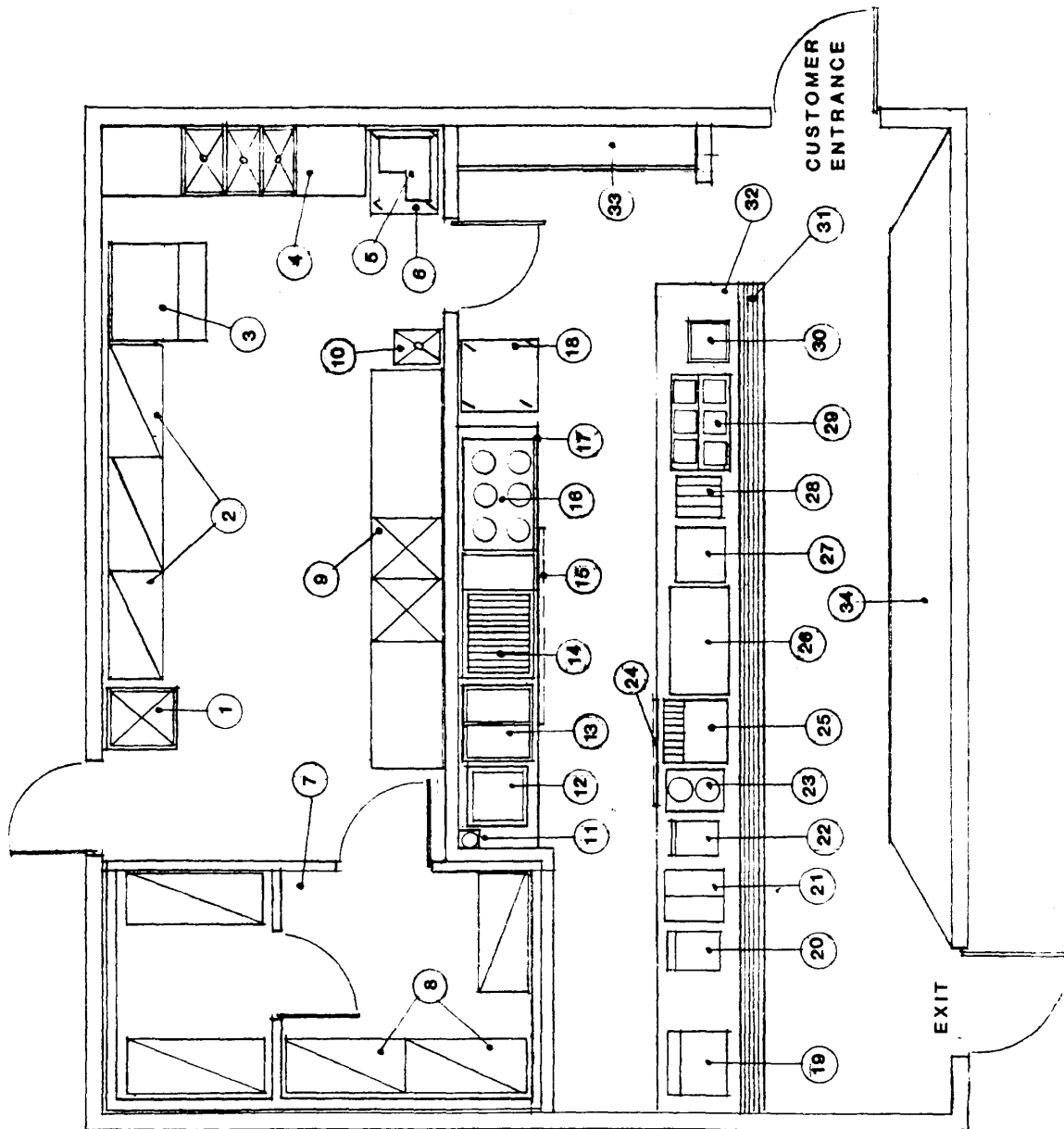


Figure F4

Snackbar Operation Layout

EQUIPMENT SCHEDULE

<u>QTY</u>	<u>ITEM</u>	<u>DESCRIPTION</u>	<u>REMARKS</u>
1	1	Mop Sink	*1
2	2	Dry Storage Shelving	
1	3	Ice Machine w/storage bin	
1	4	Three Compartment Sink	
1	5	Slicer	*2
1	6	Slicer Stand, Mobile	*2
1	7	Walk-in Refrigerator and Freezer Combination	
5	8	Walk-in Shelving	
1	9	Preparation Table	*3
1	10	Hand Sink	
1	11	Fire Suppression System	
1	12	Dump Station w/Heat Lamp	
2	13	Deep Fat Fryers	
1	14	Griddle	
1	15	Menu Board	
1	16	Burner Top Range w/oven	
1	17	Self Cleaning SS Exhaust Hood w/Air Make-up	
1	18	Mobile Cook and Hold Oven	
1	19	Cash Register	
1	20	Fruit Juice Dispenser	
1	21	Soft Serve Machine	
1	22	Ice Tea Dispenser	
1	23	Coffee Machine	
1	24	Soda Storage Rack	
1	25	Beverage Dispenser w/ice storage	
1	26	Display Cabinet	
1	27	Hot Dog Roll-A-Grill with Bun Storage	
1	28	Toaster	
1	29	Refrigerated Sandwich Unit	
1	30	Tray Dispenser	
1	31	Slide Rail	
1	32	Serving Counter	
1	33	Wall Shelf, Set	
1	34	Beverage/Condiment Counter	

*1 Heavy duty mop bucket may be substituted.

*2 Not required for outlets supported by MWR Commissary Central Food Support.

* Two 48" x 30" tables may be substituted.

SECTION 2

GENERAL LAYOUT AND DESIGN PRINCIPLES

Delivery and Receiving Area

Space is required for the delivery and receipt of all food items, supplies, and equipment. The frequency of deliveries (per week, per day), and the maximum and minimum sizes (weight and volume) of deliveries must be evaluated. Goods access is dependent on adequate vehicular access (parking turnabout area) and variables such as vehicle height to dock height. The loading dock should be large enough to accommodate the receiving, handling, and temporary storage of deliveries. The dock should be covered, protecting the receiving function from the elements of nature, with both stairway and ramp access. Exterior doors should be solid, secure material at least five feet in width, six feet in height, with flush door mounts. Doors must be designed to secure effectively with a panic-hardware self-closing device. In many facilities, additional security may be required and alarm systems installed. Special considerations must be given to the upkeep and location of the delivery/receiving area in relationship to base beautification. Well-maintained chainlink fences with view inhibitors or a redwood privacy fence are both useful in blocking this area from view and providing additional security.

Equipment planning and considerations for the receiving function are:

- Adequate drainage with sloping driveway
- Rubber bumpers (protecting delivery trucks and the dock)
- Water taps with pressurized hot water
- Mop and broom racks
- Fly (air) curtains
- Hand carts, handtrucks, and dollies
- Hydraulic lift (if necessary)
- 200 lbs scale (built-in flush mounted or mobile)
- Work counter or desk

Storage Areas

The main storage areas (dry, refrigerated, and freezer) should be located adjacent to the receiving areas, and at the same floor level. Space must be provided for initial receiving, weighing, measuring, and for the pre-storage preparation of produce, meat, and other bulk shipments prior to utilization. An ideal layout for large operations provides for walk-in and walk-through refrigeration, freezers, and dry storage areas accessible directly from the delivery and receiving area, on through to the preparation area(s). Frozen meats and other frozen food items, once identified for production, should be afforded adequate refrigerated storage for thawing prior to preparation. The thaw

or holding refrigerator(s) should be adjacent to the freezer(s). Main and in-use storage areas must be controlled. Limited access to the storage areas, with fixed responsibility, must be set up. In-use storage should be designated to directly support preparation, production, and service activities. Operating instructions clearly establishing controls must address receiving, storing, and issuing to and from main storage areas, to in-use storage and preparation areas.

Shelving

Storage shelving should be adjustable for maximum flexibility. Some shelving should be wide enough to store cases; e.g., #10 cans. Mobile shelving, such as can racks, and sheet pan racks can be utilized effectively. Select shelving after carefully evaluating your storage areas and your requirements. The lowest shelf should be at least 10 inches off the floor, the highest not more than 72 inches or 18 inches from the ceiling. Shelves should have a weight capacity of 50 lbs. per cubic foot. Most bulk items (sugar, flour, potatoes, etc.) are stored best in bulk containers. Food must not be stored on the floor.

Supply routes

Supply routes should provide adequate width, with dedicated transport aisles located parallel or perpendicular to working aisles and not through them. They should serve several departments at one time. Crossover traffic between work areas must be minimized. Flush doormounts (thresholds) should be used at door openings. Trash cans should be positioned out of the aisles and under work counters designed to house them.

Dry Food Storage Areas

These areas should be protected from sweating walls, dripping pipes, subsoil dampness, and screened against mice and vermin. Worktable(s) should provide for rough portioning of supplies. Windows are undesirable since they promote overheating during the day and condensation at night. NOTE: An important consideration is the location of ice machines. Ice machines in support of production and service need to be located convenient to these activities, but out of the "hot" kitchen. The extreme heat of a kitchen causes ice machines to overwork and shortens their useful life.

In-Use Storage Areas

In-use storage areas should be located adjacent to each work area or station they support. Reach-in, pass-through, undercounter refrigerators and freezers are most often used. Functional grouping and mobility should be considered. Food production requirements dictate the need for advance preparation prior to

the serving periods and storage in holding refrigerators. When carts are used for storage, they should be of a size that allows the whole cart to be wheeled to and from the holding refrigerators to the production and service activities. Each individual operation's production requirements determines the number, size, and amount of in-use refrigerated and freezer storage space necessary.

Preparation/Production Areas

The Heart of the House. This main production area should be centrally located to support the service area. Bulk food preparation is performed here: from roasting, baking, and bulk frying; to soups, salads, and garnishes. Equipment utilized in this preparation area may include: conventional, convection, slow roast, and hold ovens; deep fat fryers, flat griddles, ranges, work counters with drainboards and sinks, slicers, supporting refrigerators and freezers; pots and pans, and utensil racks. Of course, not all kitchens will be equipped with all these listed items. The need for specific equipment items is dependent of your menu(s). Equipment layout must be evaluated in terms of functional grouping and production flow.

Sufficient work tables and counter space must be provided in addition to refrigeration and freezer storage space. The cooks' work counters and supporting equipment should be close together, but must provide enough space for opening of ovens. Heat producing equipment must be vented under an exhaust hood. There are only a few exceptions to this requirement, some slow roast and hold ovens, are an example. If you're able to plan and purchase a new system, carefully evaluate your existing and future menu/equipment requirements. Other areas to consider when evaluating the "heart of the house" are equipment mobility and the central location of:

- Slicers
- Deep fat fryers
- Refrigerators and freezers

All support utensils, pots and pans, should be conveniently located and stored using:

- Overhead racks
- Under counter shelving
- Mobile carts

Production sink(s) with garbage disposals and separate hand-washing sink(s) should be considered. Stainless steel worktables on casters should be positioned to support production activities, with trashcans underneath, out of traffic aisles. Steam tables and stainless steel counters should be positioned in front of the main battery of cooking equipment.

The Front Serving Line. The major zones of activity involved in this area are order taking, point-of-purchase (POP) preparation, presentation, delivery, and payment. Once again the menu mandates the required equipment. The most efficient use of space is accomplished by placing the preparation (finishing) equipment, and POP merchandising equipment up front. These equipment items may include: griddles (flat grill), deep fat fryers, hot dog roller grills, hot food (holding) display units, cold deli display units, reach-in refrigerators, ovens, refrigerated pizza/sandwich preparation units, pizza stack/conveyor ovens, refrigerators, freezers, and workcounters.

The serving line is staffed with cooks and foodservice workers who take orders, portion individual portions and/or prepare foods to order for customers. All the required portioning and cooking functions can confuse circulation routes in this area. A solution is to divide the responsibilities of the cooking staff by separating their duties, and having two or more cooks cooking or serving orders. The most common order system is where customers place their orders, pay the order taker (or cashier at the end-of-the-line) and move down "the line" to receive the order at the end. When preparation time takes longer than it takes for customers to "walk down the line," a number or name calling system is often used. A number or cash register receipt (normally from a guest check) is given to the customer at the time the order is placed and/or when paid for. The number is called out to the customer once the order is ready. The customer returns to pick-up their food. An alternative system, the customer is given a numbered table marker (when necessary because of a large dining area) and the meal is brought to the customer by a staff member once the order is ready. A staggered layout of items at different locations, either straight lined or spread out, works well. A self-service beverage station can include soda dispensing unit(s), iced tea, and coffee dispensing units. Self-serve food displays can include sliding glass door refrigerator(s) for prepared sandwiches, vegetable and fruit salads, and canned or bottled beverages. Refrigerated deli display units can also be effective merchandisers of "impulse sale" food and beverage items. "Old style" whiskey barrels positioned in the customer service area are excellent beverage merchandisers. They can also assist customer traffic flow. There are many outstanding hot food display units available for all types of prepared hot foods such as, pizza, fried chicken, and hot dog roller grills. They all effectively merchandise foods extremely well. These types of self-service displays and holding equipment items eliminate the need for the line cooks and staff to retrieve and serve these items, thus speeding up service. They can assist in building guest check averages and improving customer satisfaction. The self-service cold and hot food display equipment and beverage station equipment requirements vary with the size, type, and serving requirements of the operation.

Additional considerations: use bulk condiment dispensing units positioned at the end of the line, instead of portion control packets. Use cafeteria-type trays at the beginning of the service line, and place napkins and flatware at the end of the line.

Busing and Clean-up. Busing and clean-up of dining room tables and moving dirty items to trash receptacles or to the dishwashing area must be well thought out and "painless" for the customer. In most snackbar operations, the most common method is for the customer to "bus" their own trays and trash. Customers carry paper and plastic products to trash receptacles positioned in the dining area and at exit doors. The alternative method is for the food service staff to maintain the dining area, clearing and cleaning tables and chairs. The service staff should transport trash and dirty items, in bus carts or by using large oval serving trays directly to the dishwashing area. The dishwashing or dirty dish drop-off area should be located in the staff's traffic flow into the kitchen area, and should not interrupt customer or production flow. Dishwashing requirements are determined by whether the operation uses ceramic plates/china, glass and flatware, or paper and plastic disposable items. Dishwashing operations for reusable items will vary depending on the number of meals served, the degree of automation desired, the supply of utensils, desired rate of flow, and the floor space available. Suggested equipment for warewashing areas: scraping table with disposal trough/unit, a large dirty dish drop off counter with a two-sided "A-frame" glass rack holder, pre-rinse spray arm, all necessary glass, cup, and plate racks, and carts and dollies. The trash and waste removal from the dining and dishwashing areas needs direct and independent traffic aisles. The removal of trash and waste should not interfere with the food preparation, production, and serving functions.

Hand Wash Sinks. Dedicated hand wash sinks should be located in the preparation and serving areas. Hand wash sinks are vital to personal hygiene and maintaining a clean working environment.

Pot and Pan Washing. Pots and pans that support food preparation, production, and serving functions are either washed by machine (usually a single-tank pot and pan washer) or by hand. The pot and pan washing area should be co-located within the dishwashing area and adjacent or convenient to the primary food preparation and production area. When washed by hand, a three or four-compartment sink with a grease catch or skimmer between the first two compartments is recommended. A heavy-duty disposal unit should be provided in the first compartment and an electric hot water booster should be provided in the last compartment. Adequate work and drain aprons should be provided left and right of the sinks or positioned near the pot and pan washing machine. An adequate storage area is needed for clean pots and pans.

Trash and Garbage Area. Locate the trash and garbage area near or adjacent to the delivery and receiving area. Garbage vehicle access, loading, and circulation must be considered. A raised, enclosed area is preferred with a hard, easily washed floor surface.

Food Manager's Office. The kitchen should provide an office for the snackbar manager. The office should be located near the receiving area, but should also have a general view of the main kitchen area through glass walls or windows. Consideration must be given concerning the adequate size of this office and its numerous functions, which include:

- Purchasing
- Receiving
- Documentation and filing
- Menu Planning
- Reference library
- Meetings and interviews

Employee's Facilities. These facilities include male and female restrooms, equipped with lockers, changing, and shower facilities.

Initiating a Kitchen Design Project. As previously mentioned there are numerous agencies, requirements, and directives involved when designing or redesigning a kitchen. Many of these requirements can be accomplished locally. Many changes can be made by simply moving or rearranging equipment items. Whatever the project is, no matter how large or small, the following five steps should be followed:

1. Determine your needs and requirements. Spell out everything you think you want and need. Talk to your staff and list these requirements.
2. Establish functional requirements.
 - a. Be sure funds are budgeted and available.
 - b. Justify all your requirements and reference all applicable regulations and directives.
 - c. Coordinate with all necessary agencies; i.e. civil engineers, environmental health, fire and safety, etc.
3. Prioritize requirements.
4. Obtain all necessary coordinations and approvals.

5. Order, request, perform, and monitor work.

Equipment Considerations. An improved knowledge of equipment is essential for successful snackbar operations. This section will introduce you to some commonly used snackbar equipment.

Convection Ovens. These ovens contain fans which circulate the air and distribute the heat rapidly throughout the interior. The forced air cooks foods more quickly at lower temperatures. Also, shelves can be placed closer together than in conventional ovens, without blocking the heat flow. Some do's and don'ts with convection ovens:

- For most roasts, set the temperature 25 to 50 degrees F. lower than the conventional ovens. Always check the manufacturer's recommendations.
- Watch cooking times closely. The forced heat cooks more quickly and tends to dry out some foods excessively if they are overcooked.
- Avoid cooking roasts in these ovens, because the roast will shrink more than in a conventional oven or a slow roast and hold oven.
- The forced air of a convection oven may also deform some soft items. Cake batter, for example, develops ripples. Again, check with the manufacturer.

Slow Roast and Hold Ovens. These are state-of-the-art ovens. They are designed to cook and hold and can automatically switch to a holding cycle, once cooking is completed. Slow roast and hold ovens are designed to achieve maximum yield from roasted meats by slow roasting at low temperatures and holding at 140 degrees F. to 145 degrees F. for up to 12 or more hours. Additionally, their narrow design and mobility, being mounted on casters, are space efficient. Always refer to the manufacturer's operating manual when using this type of advanced equipment.

Broilers. Broilers may be referred to as overhead broilers to avoid confusing them with grills. Overhead broilers generate heat from above. Food items are placed on a grate (wire rack or screen) beneath the heat source. Broiling is a favorite way of preparing steaks, chops, chicken, vegetables, and other items.

Microwave Ovens. In these ovens, special tubes generate microwave radiation, which creates heat inside the food.

Grills. Grills are used for the same cooking operations as broilers, except the heat source is below the grid that holds the food, rather than above it. There are many different models of

grills in use. The major differences in operation are due to the difference in heat source - gas, electricity, charcoal or wood.

To operate, set different temperatures, and place foods in appropriate areas for cooking temperatures desired. Keep grills clean, since the high temperature can easily start grease fires.

Griddles. Griddles are flat, smooth, heated surfaces on which food is cooked directly. Pancakes, French toast, hamburgers, and other meats; sometimes eggs, and potato items are the foods most frequently cooked on a griddle.

Deep Fat Fryers. A deep fat fryer has only one use, to cook foods in hot fat.

Here are some deep fat fryer equipment guidelines:

- Purchase only the best quality deep fat frying equipment, fats, and oils.
- The ideal fry station includes, three deep fat frying kettles; set up side-by-side: one for french fries, one for fried chicken and miscellaneous foods, and the third, strictly for seafood. The kettles can range in size (volume) from the small 15 pound capacity to 80 pound. spacers (stainless steel countertops, approximately 18 inches in width and equal depth in relationship to the fryers) should be positioned left and right of the fryer cluster. A dump station with infrared light warming unit(s) should support the station. In addition, adequate space must be allocated for a breading station (if raw products are breaded on-premise). The breading station can be as simple as three side-by-side bus tubs or a breading station specifically designed for that purpose.
- Always try and fill the three frying kettles as follows: When the number three kettle requires fat get it from the number two kettle when the number two kettle requires fat, get it from the number one kettle. Attempt to add "new" fat only to the number one kettle.
- When fat goes bad never add it to new fat or vice versa.
- When filling the kettles with solid fats, set thermostats at 200 degrees Fahrenheit until the fat has melted enough to cover the heating elements.
- Keep the kettles filled to the fill line.
- Check the accuracy of the thermostats regularly by reading the fat's temperature with a thermometer. The cleaning procedures differ greatly, depending on the model.

The following are general procedures:

- Shut off the power.
- Drain fat through a filter into a dry container (unless you are discarding it). Be sure the container is large enough to hold all the fat before you start.
- Flush food particles from sides and bottom of kettle with some of the hot fat.
- Wash the kettles with a mild detergent solution. If the kettles are not removable, turn the fryer on and bring the detergent solution to a near boil (do not allow this mixture to boil over). Scrub with a stiff brush. Black, burnt-on crusty debris should not be left on the kettle's surface or on the heating elements.
- Drain and rinse the kettles thoroughly with clean water.
- Dry kettle, heating elements, and baskets thoroughly.
- Refill with good quality (strained or filtered) or fresh fat.

Processing Equipment

Mixers. Vertical mixers are important and versatile tools for any kinds of food mixing or processing jobs. Bench-model mixers range from 5 to 20 quart capacity. Floor models are available as large as 140 quarts. Adaptor rings enable several sizes of bowls to be used on one machine. Most mixers have three operating speeds. There are three main mixing attachments, plus some specialized ones. The paddle is a flat blade used for general mixing. The wire whip is used for tasks such as beating cream and eggs and making mayonnaise. The dough arm or hook is used for mixing and kneading yeast doughs.

Food Cutters. The food cutter or food chopper, known as the "buffalo chopper", is a common piece of equipment used for general chopping of foods. A variety of attachments make it a versatile tool. It's operated by placing food in a rotating bowl, which carries the food to a pair of knives that are spinning rapidly under a cover. The fineness of cut depends on how long the food is left in the machine.

Slicing Machine. The slicer is a valuable machine because it slices foods more evenly and uniformly than can be done by hand. Thus it is valuable for portion control and for reducing cutting loss. Most slicing machines have blades set at an angle. Slices fall away from these blades with less breaking and folding than from vertical blades. With a manual slicing machine, the

operator must move the carriage back and forth to slice the food. This carriage is moved by an electric motor on an automatic machine.

Holding and Storage Equipment. Several types of equipment are used to keep food hot for service. This equipment is designed to hold foods above 140 degrees Fahrenheit in order to prevent the growth of bacteria that can cause disease. Because food continues to cook at these temperatures, foods must only be "held" for as short a time as possible.

Hot Food Storage Equipment

Overhead Infrared Lamps. These lamps are used in service areas to keep plated food warm before pick up by the customer or service staff. They also keep fried foods hot, usually as part of the frying station. Foods dry out quickly under holding lamps. This is a disadvantage for almost all foods except for fried foods, which lose their crispness if they are kept moist.

Chafing Dishes. Chafing dishes are used to hold pans of foods that are presented on buffets.

Cold Food Storage Equipment. The quality of the food you serve depends to a great degree on refrigeration equipment. By keeping foods cold, usually below 40 degrees Fahrenheit, the refrigerator guards against spoilage and bacterial growth. Freezers are used to store foods purchased in a frozen state.

Clean-up Equipment. There is a variety of clean-up equipment items available in the industry, a few of the common items are listed below:

Warewashing Systems. Dishwashing machines come in a variety of sizes and capacities, from the large automatic feed, "merry-go-round", three tank unit, to a single tank unit, to a small under-bar unit. Options include hot or cold water washing; the hot water units sanitize the tableware with hot water, the cold water units with chemicals. A number of accessories and support items are required, many of which are as important as the dishwashing unit itself. Items such as the dirty-dish drop off counter(s), garbage disposal units, glass rack holders, and the plate dollies, all must be considered when purchasing a warewashing system.

Pot and Pan Wash Station. When pots and pans are washed manually, this station requires a minimum of a three compartment sink; ideally four, plus adequate drain apron space on the left and right of the sinks. The first sink (from left to right) is designated as the wash sink (with a disposal unit) number two the rinse sink, with a flexible hot water spray arm, the number three sink the rinse sink and number four the sanitizing sink, equipped

with hot water booster. The option to manually washing pots and pans is an automatic pot and pan washing machine.

Portable Steam Cleaning System. This system is used to steam clean kitchen floors, walls, non-electric equipment items, carts, trash cans, mop buckets, etc.

Safety. Cooking, processing, and clean-up equipment can burn, cut, smash, mangle, and amputate various parts of the human body. No employee should use an equipment item until they are familiar with its operation and all its features. Employees must also learn to know when a machine is not operating correctly. When this happens, it should be shut down, tagged, or taken out of the operation, and repair procedures initiated.

Maintenance Files. A maintenance and repair file should be established for every equipment item in the kitchen, as well as other equipment items in use in the facility. This folder should be maintained to coincide with property records and should include:

1. The operating manual.
2. Preventive maintenance and repair schedule or log.
3. Points of contact, for maintenance and repair.
4. Replacement parts listing(s), wiring diagram (if applicable). These can be obtained from the manufacturer if they weren't shipped with the item.
5. All warranty information.
6. Other important information pertaining to that piece of equipment.

Cleaning. A thorough, regular cleaning of all equipment is essential. Operating manuals should give the procedures for disassembling equipment, in detail. One of the best ways to ensure the necessary cleaning and general preventive maintenance is accomplished, is to assign the responsibility of an equipment item to a specific employee. Fixing responsibility to a designated individual establishes accountability, and often instills personal pride for the equipment item in that employee.

Establishing The Need For Equipment

Managers and staff must define the purpose and actual need for equipment. Research all possible alternatives. Compare individual equipment performances, capacities, sizes, and other features. Equipment requirement considerations are determined by

the menu. What equipment is needed to produce it? The operation's food production quantity requirements, employee skills, and ever increasing need to improve productivity, while reducing labor expenses, all influence equipment purchases. Figure F-S may serve as a guide for types of equipment.

Equipment Characteristics. Equipment can be evaluated and compared by examining the particulars provided by manufacturers, making inquiries with operations that have the items in use, and at restaurant trade shows.

Size. Consider all the dimensions of the equipment item. Ask yourself "will it fit" in the space allotted? Consider clearances for doors, handles, and other projections that will take up space.

Performance. What do you need the equipment item to do? Spell out its purpose(s) and know the demonstrated test ratings of the equipment item and its efficiency.

Capacity. What the equipment item is capable of producing? For example, a dishwashing machine's racks per minute, deep fat fryer pound per kettle, and oven cavity size.

Utilities. Do you have the necessary and or appropriate type of utility required of the equipment item? Gas, electric (115 volt, three phase, single cycle or 240 volt), "live" steam, etc.

Flexibility. The importance for equipment to serve more than one purpose, whenever possible; i.e. tilting skillet, sandwich prep unit that doubles as an appetizer station, etc.

Mobility. Mobility is extremely important when considering multi-purpose use. To accomplish this important requirement, use gas quick disconnects and mount equipment on casters (wheels), whenever possible.

Weight. Weight in relation to bench or floor capacity.

Human considerations. How much reaching, bending, and lifting is required to operate the equipment item? Minimize the "wear and tear" on the employees required to operate the equipment item.

Operation. The simplicity and ease of operation. The ease of control and accuracy of adjustment when operating the item.

Sanitation. The ease of cleaning, access to all areas, resistance to deterioration, scratching, and damage.

Maintenance. The accessibility of replacement parts, components, availability of spares, and service arrangements or contracts.

Installation Requirements

Delays or interruptions on installation can cause a loss of business. Coordinate with your installers prior to the purchase and before the item is delivered.

Depreciation

Determine the estimated life of the equipment item and its components

Costs

The cost should include initial cost of the basic equipment, other items used with and purchased with the equipment item, installation costs including connections for gas, electricity, water and drainage services, delivery and handling charges, cost of routine maintenance, and energy consumption.

NOTE: The initial outlay of cash for an equipment item is an important consideration; do you have the money? But, perhaps more important is the return on investment. How long will it take for the item to pay for itself? Is the item a sales generating piece of equipment like a Smoka-roma or Deli display unit? Or does the item save money, through labor savings, like a glass washer or a steam cleaner.

Measuring Devices

Scales. Most recipe's ingredients are measured by weight, so accurate ounce portion scales are very important. Portion scales are used for measuring ingredients as well as for portioning products for service. Additionally, all kitchens should have a 25 lb capacity scale for weighing meats, particularly for conducting meat cutting and yield tests. A 100-200 lb scale in support of the receiving function, for weighing bulk products, meats, etc., is a must.

Volume measures. Used for liquids, most have lips for easy pouring. Sizes are pints, quarts, half gallons, and gallons. Each size is marked off into fourths by ridges on the sides.

Measuring cups. Available in one, one-half, one-third, and one-fourth cup sizes. They can be used for both liquid and dry measures.

Measuring spoons. Used for measuring very small volumes: 1 tablespoon, 1 teaspoon, 1/2 teaspoon, and 1/4 teaspoon. They are used most often for spices and seasoning.

Ladles. Used for measuring and portioning liquids. The size, in ounces, is stamped on the handle.

Scoops. Scoops come in standard sizes and have a lever for mechanical release. They are used for portioning soft solid foods. The number of the scoop indicates the number of level scoopfuls per quart.

Thermometers. Thermometers measure temperature. There are many kinds for many purposes. A meat thermometer indicates internal temperature of meats. It is inserted before cooking and left in the product during cooking. You should never roast meats without a meat thermometer. An instant read thermometer will give readings within a few seconds once inserted in a food product. It reads from 0 to 220 degrees Fahrenheit. All supervisory personnel in the kitchen, and for that matter all cooks should have and use them while on duty. This type thermometer should not be left in a roast while cooking. Fat thermometers and candy thermometers test temperatures of frying fats and sugar syrups. They read up to 400 degrees Fahrenheit. Additional thermometers are used to test the accuracy of griddles, ovens, refrigerators, and freezers.

Knives and Hand Tools

Knives. There are three basic metals used in knives: carbon steel, stainless steel, and high-carbon stainless steel. Carbon steel has the ability to be sharpened to an extremely sharp edge, but it corrodes and discolors easily. Stainless steel does not rust or corrode, but it is much harder to sharpen. High-carbon stainless steel is a relatively new alloy that combines the best aspects of carbon steel and stainless steel, sharp edge, and non-corroding.

Knife Handles. The tang is the portion of the metal blade that is inside the handle. The best quality, most durable knives have a full tang, which means that the tang runs the full length of the handle.

Knives and Their Uses

French knife or chef's knife. Most frequently used knife in the kitchen, for general purpose chopping, slicing, dicing, and so on. The blade is wide at the heel and tapers to a point. Blade lengths of 8 to 10 inches are most popular for general work. Larger knives are for heavy chopping. Smaller blades are for more delicate work.

Utility knife. Narrow, pointed knife 6 to 8 inches long. Used mostly for salad and vegetable preparation. Also useful for carving roast chicken and duck.

Paring knife. Small pointed blade 2 to 3 1/2 inches long. Used for trimming and paring vegetables and fruits and filleting fish.

Slicer. Long, slender, flexible blade up to 14 inches long. Used for carving and slicing cooked meats.

Cleaver. Very heavy, broad blade. Used for cutting through bones.

Oyster knife. Short, rigid, blunt knife with dull edges. Used for opening oysters.

Clam knife. Short, rigid, broad-bladed knife with a slight edge. Used for opening clams.

Vegetable peeler. Short tool with a slotted, swiveling blade. Used for peeling vegetables and fruits.

Steel. Not a knife, but an essential part of the knife kit. Used for truing and maintaining knife edges.

Sharpening stone. A three stone device, that slots in a holding chamber. The chamber is supplied with a light oil. The sharpening stone is used to sharpen knives.

Cutting board. This is an important partner to the knife. Constructed of hard rubber or plastic.

When using a cutting board always place a damp towel under it. This secures it on the stainless steel counter, keeping it from sliding.

Hand Tools

Cook's fork. Heavy, two-pronged fork with a long handle. Used for lifting and turning meats and other items.

Straight spatula or palette knife. A long flexible blade with a rounded end. Used mostly for spreading icing on cakes and for mixing and bowl scraping.

Sandwich spreader. A short, stubby spatula. Used for spreading filling and spreads on sandwiches.

Offset spatula. Broad blade, bent to keep hands away from hot surfaces. Used for turning and lifting eggs, pancakes and meats on griddles, grills, sheet pans, and so on.

Rubber spatula or scraper. Broad, flexible rubber or plastic tip on a long handle. Used to scrape bowls, containers, and pans. Also used for folding in egg foams and whipped cream.

Pie server. A wedge-shaped offset spatula. Used for lifting pie wedges from the pan.

Bench scraper or dough knife. A broad, stiff piece of metal with a wooden or hard plastic handle on one edge. Used to cut pieces of dough and to scrape worktables.

Pastry wheel or wheel knife. A round, rotating blade on a handle. Used for cutting rolled-out doughs, pastry, and baked pizza.

Spoons: Solid, slotted, and perforated. Large stainless steel spoons, holding about 3 ounces. Used for stirring, mixing, and serving. Slotted and perforated spoons are used when liquid must be drained from the product.

Skimmer. Perforated disc, slightly cupped, on a handle. Used for removing extraneous matter from top or contents of liquid.

Tongs. Spring-type or scissor-type tools used to pick up, handle, and portion foods.

Wire whips. Loops of stainless steel wire fastened to a handle. There are two kinds of whips: Heavy whips are straight, stiff and have relatively few wires. These are used for general mixing, stirring, and beating, especially heavy liquids. Balloon whips have many flexible wires. These are used for whipping eggs, cream, and hollandaise sauce, and for mixing thinner liquids.

China cap. Cone-shaped strainer. Used for straining stocks, soups, sauces, and other liquids. Pointed shape allows the cook to drain liquid through a relatively small opening.

Strainer. Round-bottomed, cup-shaped strainer made of screen-type mesh or of perforated metal. Used for straining pasta, vegetables, and so on.

Sieve. Screen-type mesh supported in a round metal frame. Used for sifting flour and other dry ingredients.

Colander. A large perforated bowl made of stainless steel, plastic, or aluminum. Used to drain washed or cooked vegetables, salad greens, pasta, and other foods.

Food mill. A tool with a hand-turned blade that forces foods through a perforated disk. Interchangeable disks have different coarseness or fineness. Used for pureeing foods.

Grater. A four-sided metal box with different sized grids. Used for shredding and grating vegetables, cheese, citrus rinds, and other foods.

Can opener. Heavy-duty foodservice-type can openers are mounted on the edge of a worktable. They must be thoroughly cleaned and sanitized every day to prevent contamination of foods.

SECTION 3

KITCHEN SAFETY

Restaurant work is usually considered a relatively safe occupation, at least in comparison with many industrial jobs. Nevertheless, the kitchen has many hazards. Minor injuries from cuts and burns are very common, and more serious injuries are all too possible. The quantity of very hot equipment and powerful machinery, combined with the busy, sometimes frantic pace, makes it important for everyone to work carefully and with constant attention to rules of safety. Most of this section is concerned with ways that workers can prevent certain kinds of accidents, such as cuts, burns, and falls. It is much easier to develop and practice habits that prevent accidents if safety is built into the workplace.

Building Safety into the Kitchen

The management of a food service operation must see to it that the structure and equipment have necessary safety features. The following areas (questions and statements) can serve as a general guide to evaluate the safety aspects of your operation. Check the following:

- Structures, equipment, and electric wiring in good repair.
- Adequate lighting on work surfaces and in corridors.
- Nonslip floors.
- Clearly marked exits.
- Equipment supplied with necessary safety devices.
- Heat-activated fire extinguishers over cooking equipment, especially deep fat fryers.
- Conveniently located emergency equipment, such as fire extinguishers and first aid kits.
- Clearly posted emergency telephone numbers.
- Smooth traffic patterns to avoid collisions between workers

Preventing Cuts

The production staff should:

- Keep knives sharp. A sharp knife is safer than a dull one, because it requires less pressure and is less likely to slip.
- Use a cutting board. Do not cut against a metal surface. Place a damp towel under the board to keep it from slipping.
- Pay extra attention to your work when using a knife or cutting equipment.
- Cut away from yourself and other workers.
- Use knives only for cutting, not for such jobs as opening bottles.
- Not try to catch a falling knife. Step back and let it fall.
- Not put knives in a sink, under water, or any place where they can't be seen.
- Clean knives carefully, with the sharp edge away from you.
- Store knives in a safe place, such as in a rack, when not in use.
- Carry a knife properly. Hold it beside you, point down, with the sharp edge back and away from you. Don't swing your arm. Whenever possible, carry knives in a sheath. Warn people when you are walking past them with a knife in hand.
- Keep breakable items, such as dishes and glassware, out of the food production area.
- Not put breakable items in the pot sink.
- Sweep up, don't pick up, broken glass.
- Discard chipped or cracked dishes and glasses.
- Use special containers for broken dishes and glasses. Don't throw them in with other garbage.
- If there is broken glass in the sink, drain it before trying to take out the glass.
- Remove all nails and staples when opening crates and cartons, and dispose of them.

Preventing Burns

The production staff should:

- Always assume a pot handle is hot. Don't just grab it with your bare hand.
- Use dry pads or towels to handle hot pans. Wet ones will create steam, which can burn you.
- Keep pan handles out of the aisle, so people won't bump into them. Also, keep handles away from open flames of gas burners.
- Not fill pans so full that they are likely to spill hot foods.

- Get help when moving heavy containers of hot food.
- Open lids away from you to let steam escape safely.
- Use care when opening compartment steamers.
- Make sure gas is well vented before trying to light ovens or pilot lights. Strike matches before turning on the gas. Also, strike matches away from yourself.
- Cooks should wear long sleeves and doublebreasted jackets to protect themselves from spilled or splattered hot foods. They should also wear sturdy leather shoes with closed toes.
- Dry foods before putting them in frying fat, or hot fat may splatter on you.
- When placing foods in hot fat, let them fall away from you, so that fat will not splash on you.
- Always warn people when you are walking behind them with hot pans, or when you are walking behind someone who is working with hot items.
- Warn service people about hot plates.

Preventing Fires

The production staff should:

1. Know where fire extinguishers are located and how to use them.
2. Use the right kind of fire extinguisher. There are three classes of fires, and fire extinguishers should be labeled according to the kind of fire for which they can be used.
 - a. Class A fires: wood, paper, cloth, ordinary combustibles.
 - b. Class B fires: burning liquids, such as grease, oil, gasoline, solvents.
 - c. Class C fires: electrical equipment, switches, motors, and so forth.

NOTE: Never use water or a Class A fire extinguisher on a grease fire or electrical fire. You will only spread the fire.

3. Keep a supply of salt or baking soda handy to put out fires on range tops.
4. Keep hoods and other equipment free from grease buildup.
5. Not leave hot fat unattended on the range.
6. Smoke only in designated areas. Do not leave burning cigarettes unattended.
7. If a fire alarm sounds and if you have time, turn off all gas and electric appliances before leaving the building.
8. Keep fire doors closed.
9. Keep exits free from obstacles.

Preventing Injuries from Machines and Equipment

- Do not use any equipment unless you understand its operation.
- Use all guards and safety devices on equipment. Keep slicing machine set at zero (blade closed) when not in use.
- Don't touch or remove food from any kind of equipment while it is running, not even with a spoon or spatula.
- Unplug electric equipment before disassembling or cleaning.
- Make sure the switch is off before plugging in equipment.
- Do not touch or handle electric equipment, including switches, if your hands are wet or if you are standing in water.
- Wear properly fitting clothing and tuck in apron strings, to avoid getting them caught in machinery.
- Use equipment only for the purpose intended.

Preventing Falls

- Clean up spills immediately.
- Throw salt on a slippery spot to make it less slippery, while you get a mop.
- Keep aisles and stairs clear and unobstructed.
- Don't carry objects too big to see over.
- Walk, don't run.
- Use a safe ladder, not chairs or piles of boxes, to reach high shelves or to clean high equipment.

Preventing Strains and Injuries from Lifting

- Lift with the leg muscles, not the back.
- Don't turn or twist the back while lifting, and make sure your footing is secure.
- Use a cart to move heavy objects long distances, or get help.

SECTION 4

SANITATION

SANITATION

Food is easily contaminated. Under certain conditions, many types of food readily support the growth of many organisms that cause illness. Foodborne illnesses can be explosive in nature, seriously affecting a unit's capability to perform its mission. It could be disastrous if illness occurred among aircrew members during flight. The guidance in this section only touches on the very important matter of sanitation. All food managers must be thoroughly familiar with the sanitation requirements, regulations, and directives that you must operate by.

INSPECTION BY SUPERVISORS

Because circumstances continually change, supervisors must inspect and interview assigned foodhandlers daily. Only these inspections can detect many potentially hazardous conditions. Foodhandlers must:

- Report to the medical facility when they experience any symptoms of a communicable disease. This includes, but is not limited to boils, sores, and other skin infections, fever, unusual nasal discharge, sore throat, cough, weight loss, night sweats, jaundice, or diarrhea. Included also are cases of hepatitis, typhoid, dysentery, diphtheria, meningitis, tuberculosis, or streptococcal disease, and any other condition the supervisor considers significant among individuals with whom the foodhandler lives. When reporting to the medical facility, foodhandlers must describe their symptoms and mention that they are foodhandlers. The medical officer must notify the supervisor and environmental health when the foodhandler is removed from duty for medical reasons. These individuals must not return to foodhandling.
- Keep hands and exposed portions of arms clean at all times. They must wash hands and arms with soap and warm water when reporting for duty, immediately after each visit to a toilet room, after smoking, after taking a break, and after touching contaminated surfaces or materials (such as the nose, mouth, garbage can lids, garbage, raw meats or poultry, etc.). In areas where people do not wash hands frequently,

supervisors must use ingenuity.

- Bathe daily.
- Wear clean outer clothing, preferably white or other light color, while on duty. The upper garment must cover the armpits.
- Cut fingernails short and keep them clean.
- Keep facial hair clean and neatly trimmed.
- Wear acceptable head covers (hats, caps, hair nets) so that loose hair will not fall into food or onto food contact surfaces. Loose hair is not a significant public health hazard, but is aesthetically unacceptable.
- Take off wristwatches, bracelets, and rings (except wedding and engagement rings, and medical emergency information bracelets).
- Maintain a high degree of personal cleanliness and practice good personal hygiene while working in the food service facility.
- Think clean, be clean, stay healthy.

Food Handler Training. Food facility managers will ensure all food service personnel receive training in the principles and practices of controlling foodborne illnesses.

How To Develop an In-House Sanitation Program

Self-Evaluations. Every supervisor should perform a self-inspection of his or her facility at least once a week using the guidelines established by your sanitation requirements. Informal sanitation systems based on remembering what needs to be done leave much to be desired in terms of thoroughness. A comprehensive written sanitation program, however, can significantly improve the effectiveness of your housekeeping efforts. When policies and procedures are clearly spelled out and posted, both training and supervision are greatly simplified. The time invested to develop such a program is well spent as it ultimately allows management to concentrate on other important areas without neglecting housekeeping. Convey clearly to staff members why a written sanitation program is desirable and that it is based on existing cleaning procedures. Acceptance of the program is better when staff members contribute to its development.

8-Step Program

By breaking down the development of a sanitation program into a series of small steps, the task becomes more manageable. Be sure to enlist the help and suggestions of management, employees, and vendors such as your janitorial supply firm and pest control service. Trade associations, such as the National Restaurant Association, can offer invaluable help as well.

1. **Assess the Job.** Determine what surfaces and equipment needs to be cleaned throughout the operation. Divide the facility into general departments like the kitchen, which would then require a further breakdown of specific work centers, such as refrigerators and freezers, salad prep area, main cooking area, then further to specific equipment items such as, deep fat fryers, the griddle, sandwich preparation unit and so on.
2. **Compile a Cleaning List.** Make a list of all surfaces in each area that need to be cleaned. This list should be comprehensive to form the foundation of your program. Frequently, overlooked items such as floor drains, base boards, fire extinguishers, and light fixtures must be included. These areas and items often do not receive proper attention if they aren't taken into consideration at the start.
3. **Establish Cleaning Procedures.** Specify how the various surfaces are to be cleaned. Arrange this data on your worksheet under the heading of cleaning materials, procedures, frequency, and manhours. Avoid the designation "clean as needed."
4. **Define Terms and Standards.** Your written sanitation program isn't complete without definitions of terms such as "clean" and "sanitize", as well as acronyms for specific cleaning agents or equipment. Include references to basic safety considerations.
5. **Assign Times and Responsibilities.** Determine when it's realistic to perform the cleaning. Assign responsibilities to specific staff members working in those particular areas. Let the staff member review the completed outline to pinpoint any obvious problems before implementation.

6. Create Instruction Sheet. Provide employees with simple, concise explanations of their duties. Draw up a series of one-page instruction sheets, based on the original worksheets, and post in the area being used.
7. Assess and Fine Tune the Program. Encourage employees to voice constructive criticisms and solutions; this will simplify implementation and fine tune the program. Two to three weeks after introducing the program, review it with your staff. Resolve any problems before posting a more polished set of instruction sheets. It's important to make this final revision or the program loses its credibility.
8. Develop an Inspection Form. Ongoing evaluation of results is the key to a successful program. In addition to daily reviews of employee's sanitation efforts, develop a monthly inspection checklist to evaluate housekeeping. Base the inspection form on the posted instruction sheets. This correlates the staff's duties with your evaluation criteria, reinforcing your original instructions.

Keep It Alive

There is a natural tendency either to discontinue or to downplay the importance of regular self-inspections. Even consultants and health inspectors have to discipline themselves continually or rotate assignments with other workers to avoid burnout. There are several ways to keep this important factor of your sanitation program alive:

1. Discuss the results of the inspections with your staff and the environmental health personnel.
2. Assign other staff members to inspect the food facility.
3. Create a rotating inspection team made up of both management and employees to provide a fresh perspective and to allow employees to evaluate their own work.
4. Regardless of how effective your sanitation program seems to be, review it frequently. Incorporate any changes concerning cleaning procedures or products into the posted schedules and the sanitation reference manual. A comprehensive, written sanitation program is an invaluable tool that benefits management as well as employees. Clearly defined objectives and methods, and ongoing

supervision and evaluations, simplify housekeeping and improve productivity and control.

SNACKBAR OPERATIONS CHECKLIST

Ten primary areas of snackbar operations are outlined in this checklist. Within each area, there are a number of operational evaluation questions to be reviewed. These questions are designed to stimulate your analysis of the snackbar operation from a management and customer viewpoint. Make notes expanding upon those areas that require improvement, as well as those areas which are good.

A. GENERAL

1. Is the operation popular, successfully run, and profitable? _____
2. Is the operation reaching its fullest potential? _____
3. Is the snackbar operation named and themed? _____
4. Is the name and/or theme used throughout the operation? _____
5. Who are the operation's customers? _____
6. Which segment(s) of the market are not frequenting the operation? _____
7. Does management have a marketing and promotion plan, with specific operational goals and objectives developed to support financial plans and results of operation? _____
8. How effective are the marketing, promotion, advertising, and merchandising efforts? _____
9. Are management and staff actively pursuing the established goals and objectives? _____

10. Is there a planned Capital Expenditure budget detailing facility improvements, equipment, and supply requirements?

B. FACILITIES LAYOUT AND DESIGN

1. Are the parking lot, sidewalk, backdoor, landscape, entrance walkway, and foyer professionally maintained?

2. Are doors well maintained, clean, and do they open easily?

3. Is the facility "ready" for business? Sanitation and housekeeping, tables and chairs, light levels, environments, etc?

4. Is the placement of the snackbar operation located in the most optimum area of the facility if in a building with other services?

5. Is the snackbar serving area readily accessible to all customers?

6. Is the customer flow to and through the food serving area or into the dining area smooth and "painless"?

7. Are service items, trays, flatware, and napkins logically and conveniently located for the customer?

8. Are the food outlets (e.g., sandwich prep station, grill, beverages) clearly identified and accessible?

9. Are there production bottlenecks or crossing patterns that inhibit customer movement and speed of service?

10. Is there evidence of incorrect menu planning resulting in certain equipment items or workstations being 11 overworked El?

11. Are there tray slides, if needed?

12. Are condiments positioned outside the main traffic flow on a self-service condiment counter?

13. Are bulk pump dispensers being used instead of portion control packets?

14. Are self-service, sliding glass door refrigerators or deli display cases being used to merchandise packaged beverages, prepared sandwiches, salads, desserts, etc?

15. Are cash register(s) positioned and adequate in number to accommodate customer traffic flow?

C. CUSTOMER COMMUNICATIONS

1. Is the Snackbar operation clearly identified with distinctive outside signage?

2. Are bulletin boards professionally maintained with posted information applicable and current?

3. Is the facility free of hand scribed, unprofessional signage and posters?

4. Is the inside location of the Snackbar operation clearly identified with distinctive signage?

5. Are there professional quality directional signs to move customers through the food facilities? i.e., "Entrance or Order Here" and "Exit or Pick-up" signage?

6. Are menus (board) up-to-date, attractive, colorful, and modern? Not the old black felt boards with the mix-matched, faded white letters.

7. Are menus posted in easily read positions? e.g., Can customers see them while in line?

8. Are all menu items clearly priced?

9. Are menu lite boards and other merchandisers being used to sell and promote "specialties"?

10. Do menus appropriately display, ("sell") what the snackbar operation offers?

11. Are menus designed functionally, grouping like items, such as, Finger foods, Salads, Sandwiches, Desserts, Beverages, etc?

12. Are other food services promoted, such as, take out, delivery, catering and special parties?

D. FOOD

1. Are all listed menu items available for sale?

2. Are there a limited number of menu items being prepared and served very well, versus a large number of menu items done poorly?

3. Are the menu items the best possible quality available?

4. Are the menu items "Different and Better" including many of the current trend or popular foods?

5. Are "healthy alternative" food items being featured?

6. Is there a variety of foods and preparation methods featured?

-Full meal entrees, finger foods, sandwiches, soups, salads, desserts, etc.

-Grilled, fried, broiled, raw, hot, cold, etc.

-Assorted sodas, fruit juices, coffees, imported and domestic beers, wine and wine coolers, etc.

7. Are "impulse" sales items being effectively merchandised? Items like specialty cookies, chips and snacks, hot dog rotisserie grills, pizza display units, etc.

8. Is there a variety of cold food items featured; i.e., salads and sandwiches, etc?

9. Are cold food items prepared in advance and displayed and merchandised in sliding glass door or refrigerated deli display cases?

10. Is there a variety of hot food items featured; i.e., hot dogs and sausages, Rotisserie chicken, fried chicken, pizza, etc., prepared in advance and properly displayed?

11. Are products properly prepared, by accepted culinary disciplines?

12. Are plate presentation standards developed, readily available to the production staff, and evident in the foods prepared, presented, and served?

13. Are condiments the best "name brand" quality; i.e., Kraft, Heinz, Equal, real half n' half, etc?

14. Are portion control packet standards established for quantities to issue with take-out and deliveries?

E. CUSTOMER SERVICE

1. Is the staff genuinely interested, attentive, friendly, and prompt with customers? _____
2. Are customers openly welcomed, greeted, and made to feel wanted and important? _____
3. Are the production and sales staff suggestively selling menu and "add-on" sales items? _____
4. Is the snackbar operation's name or theme carried through the employees' attitudes and uniforms? _____
5. Are staff members in distinctive uniforms and wearing nametags? _____
6. Is management ACTIVELY involved in the customer service efforts? _____
7. What method of customer order and delivery (service) is being used? _____
8. Are the order and delivery (service) of foods simple for the customer? _____
9. Are all foods ordered, properly recorded, and controlled to ensure payment? _____
10. Are staff members knowledgeable of the menu production procedures, menu prices and customer service standards? _____
11. Are the procedures for "phone-in" orders for pick-up and/or delivery efficient and easy for the customer? _____

F. FOOD PRODUCTION

1. Are menu items supported with production standards and/or standardized recipes? _____

2. Are menus planned to incorporate by-products and leftovers? _____
3. Are those foods intended to be prepared to order, actually prepared to order? _____
4. Are cyclic menus incorporated for featured specials and specialties? _____
5. Are advance pre-preparation principles being employed? _____
 - Are items that can be prepared 2-3 days in advance, done so? _____
 - Are meats pre-portioned? _____
 - Cheese slices cross-stacked? _____
 - Tomatoes pre-sliced and reformed? _____
 - Lettuce shredded or if leaves are used, "sized"? _____
6. Are there effective food production, forecasting, and control Systems in-use? _____
7. Are there adequate PAR stocks established, supporting food production requirements? _____
8. Are leftovers adequately incorporated into menu planning efforts? _____
9. Are menu items produced in the optimum time, from the time the customer orders to delivery? _____
10. Are portions and portion control procedures in line with established standards (recipes) and menu cost cards? _____

G. PURCHASING AND INVENTORY CONTROL

1. Are item specifications developed and in-use? Are they supported with good purchasing, receiving, storage, and issuing procedures? _____

2. Are food purchases being competed for the best possible price within established quality standards? _____

3. Is the commissary being utilized to its fullest extent, when cost savings and improved quality can be realized? _____

4. Are inventories established in the storage outlets in inventory order (actual stock to inventory print out)? _____

5. Are inventories kept at a minimum, promoting an inventory turnover of a minimum of two times per month? _____

H. MENU ITEM ANALYSIS, COSTING AND PRICING

1. Are menu items accurately costed out, through menu item cost cards and standardized recipes? _____

2. Is analysis being performed on "what's selling and what's not?" _____

3. Are customer counts being recorded? _____

4. What are the average customer counts for each daypart? (breakfast, lunch, dinner, take-out, delivery, and late night) _____

5. Are Electronic Cash Registers and/or Point of Sale equipment used, and to their fullest capabilities? _____

6. What method of pricing is being employed? _____

7. Are established selling prices perceived to be fair and reasonable? _____

8. Are established prices meeting desired or needed profit objectives? _____

9. Are established Cost of Sales percentage objectives being met? _____

-If not, why? _____

-If so, how?	_____
-RE: pricing, costing, purchasing,	_____
portion control, waste and	_____
leftover management, internal	_____
controls, etc.	_____
10. Is analysis being conducted on	_____
menu sales mix, average guest check,	_____
contribution margin, etc?	_____
I. DINING AREA(S)	
1. Has the Snackbar operation name	_____
or theme carried over into the dining	_____
area's ambience and setting?	_____
2. Is the dining area "ready for	_____
business?"	_____
-Are tables and chairs clean,	_____
organized, and set?	
-Is the facility clean?	_____
-Are the furniture and fixtures	_____
in good repair?	
3. Are appropriate music/TV levels	_____
being maintained?	_____
4. Are light levels appropriate?	_____
5. Is the climate (A/C or Heat)	_____
properly set and controlled?	_____
6. Are the table service or busing	_____
service sequence standards adequate	_____
and effective, in relationship to	_____
customer service, efficiency, and	_____
professionalism?	_____
7. Is there a need for designated	_____
smoking and nonsmoking areas?	_____
J. LABOR AND ADMINISTRATIVE MANAGEMENT	
1. Are employees properly scheduled	_____
to meet the service and production	_____
peaks and valleys?	_____

2. Are labor expenses in line with sales? _____
3. Are staff members knowledgeable of their job duties and responsibilities? _____
4. Are job knowledge, production, and customer service training being conducted? _____
5. Is training documented? _____
6. Is there visible evidence that training efforts are paying off? _____
7. Do the employees job descriptions and job task requirements match the work the employees are performing? _____
8. Are employee grades and wages/salaries commensurate to their job taskings and work requirements? _____
9. How do the employee wages/salaries compare to like jobs on base and in the local area? _____

CONCLUSION

With the conclusion of this snackbar guide we add: The guide should be useful to the field with the information presented. It is not intended to be all encompassing. Due to the location and space used for snackbars it is not designed to address all aspects of snackbar management. The industry is in continuous change to keep progress ongoing. With your help and application of appropriate portions of this guide we can meet those challenges and succeed in these food operations.